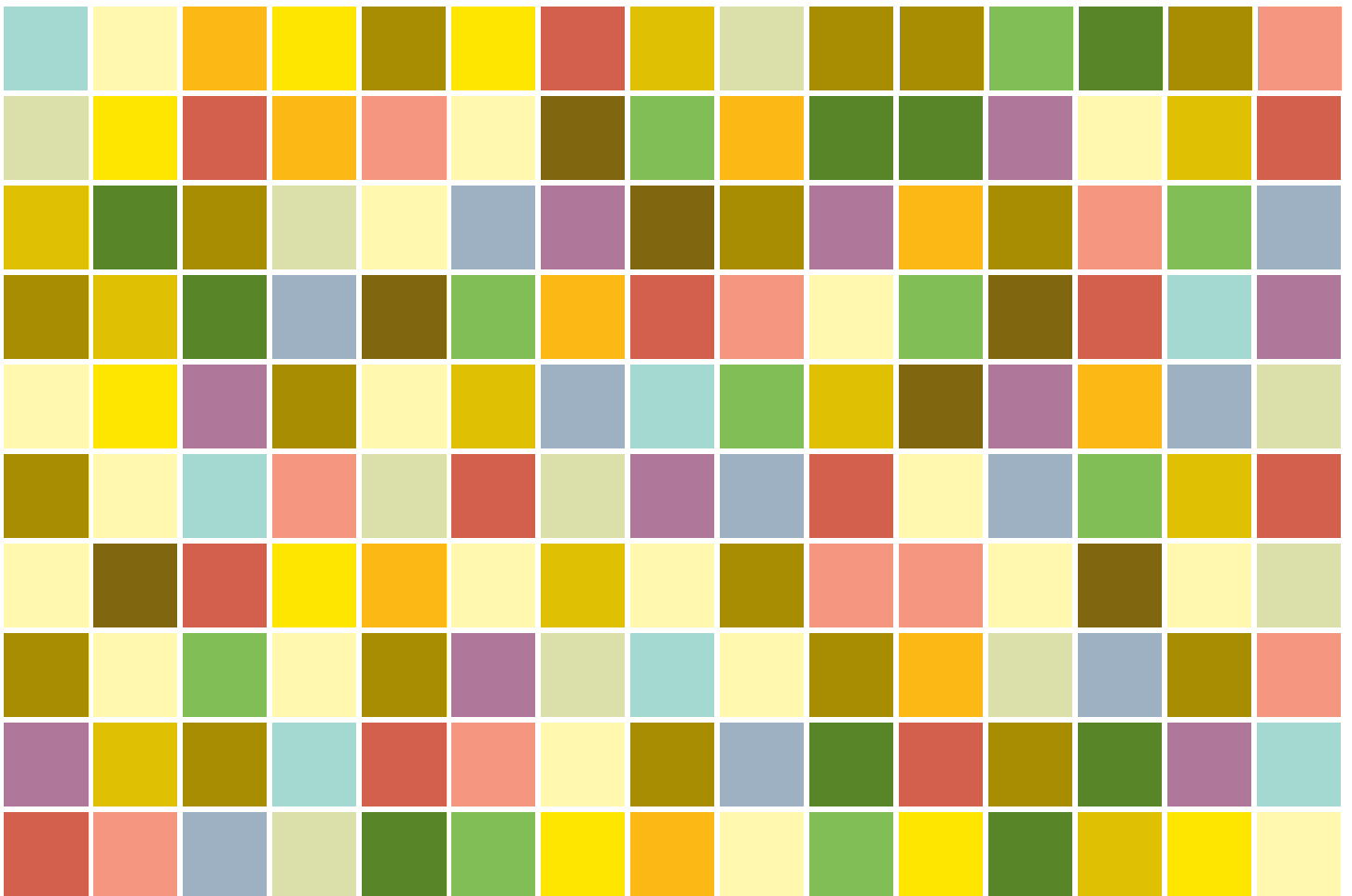




Town of Truro Community Sustainability Plan



TOWN OF TRURO
COMMUNITY SUSTAINABILITY PLAN

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1 • Introduction

Truro is a just and vibrant community with a thriving economy and sustainable environment.

Truro provides some good evidence for the description above. Our Town offers a quality of life beyond the capacity of many places around the world. Still, all would likely agree that there is room for betterment. While Municipal government cannot shape all of the elements that affect our place in the world; it can provide leadership to build the local resilience necessary to respond to them. This Community Sustainability Plan intends to provide direction for both civic and citizen leadership as together we shape our community to become better.

The Community Sustainability Plan is one component of a new integrated approach to Town planning. Together with a revised and updated Municipal Planning Strategy, Land Use By-law, and Sub-division By-law, it forms part of the Town of Truro Community Plan. The ideas, policies, and regulations that together form the Town of Truro Community Plan aim to maintain and enhance what does contribute positively to quality of life in Truro, and within our limited means, the world. The scope of these municipal documents is ambitious: providing, for example, dos and don'ts for citizens on matters as specific as the percentage of a shed roof allowed to be covered by a dormer; while elsewhere suggesting vehicles for Council to expand community participation in governance and other measures grounded in shared-values of sustainability.

The Town of Truro Community Plan is a collection of documents that can stand alone as planning and governance statements that are integrated and aligned by common principles to provide a unified framework for citizens and Council. It is dynamic in that each of its components is subject to on-going review in response to changing circumstance, but also in the sense that it will be expanded to include new documents composed or revised through the lenses of sustainability it provides. Examples for future inclusion in the binder may include departmental strategic plans and the next version of the Town's Strategic Plan.

The Community Sustainability Plan (CSP) is rooted in the broad range of views expressed by area citizens in the Truro, Have Your Say public engagement effort. Issues and opportunities were identified through a town-wide survey, several public gatherings, and interviews. These community concerns and ideas form a vision of sustainability embodied in the Vision Statement and goals set out in the first part of the CSP: Envisioning Sustainability.

Envisioning Sustainability begins with a discussion of terms at the core of vision: sustainability, community, economy, and environment. Sustainability is essentially the capacity to endure, but in the context of our town, also includes aspirations of being a flourishing community now and for future generations. Detailed results from the Truro, Have Your Say work follow. In response to the clear commitment of the community to principles of sustainability, in October 2009 the Mayor and Council adopted a Town of Truro Sustainability Charter:

Town of Truro Sustainability Charter

The Mayor and Council of the Town of Truro commit to developing a sustainable community. Our actions and policies will consider the needs of both current and future citizens of Truro. Our vision for a sustainable Truro reflects our responsibility to balance:

*Stewardship of our natural environment
Pursuit of a thriving economy
Building a just and vibrant community.*

We encourage all the citizens of our area to undertake these goals.

The Truro Sustainability Charter and parallel vision statement expand to a set of priorities and goals that conclude the Envisioning Sustainability section of the CSP.

The second section of the Town of Truro Community Sustainability Plan presents a series of opportunities toward the realization of the vision of sustainability. Implementing Sustainability maps various routes to greater sustainability by presenting some of the current initiatives of the Town. This positive starting point includes recent energy efficiency initiatives, downtown revitalization efforts, and heritage celebration. Projects and ideas for both Council and community to pursue a more flourishing and sustainable town are presented in a series of 13 Sustainability Action Opportunities. Topics such as Public Transit and Victoria Park Policy & Development are presented with suggested actions, funding sources, community benefit assessment, and collaborators.

The Implementing Sustainability section continues with a survey of structural models used by other municipal governments to move the sustainability agenda forward. By way of considering which of the options would be most appropriate for Truro, the CSP assesses four underlying priority issues in the community that should inform any implementation strategy. These form the basis of four recommendations for Council:

1. Council should prioritize community connectivity and traffic reduction through integrated development of active and public transportation systems, as well as route and parking efficiencies.
2. Council should evaluate and renew its relationship with the Colchester Regional Development Agency in the pursuit of a thriving resilient localized economy for the Town.
3. Council should initiate a day conference of municipal stakeholders, including elected representatives and senior staff from within the greater Truro area, as well as CoRDA, to communicate about respective policies, programs, priorities, and issues, especially those where either occasion for conflict or opportunity for increased collaboration exists. Similar gatherings should be scheduled at least bi-annually.

4. Council should embark on a series of measures to increase participatory governance, community collaboration, and effective communications. These measures should include the expanded use of communications technologies, more frequent and dynamic community gatherings, a review of committee and advisory group contributions, comprehensive communications strategy and policy development with training component.

Implementing Sustainability concludes by suggesting some next steps toward realizing our vision. At the core of this is a recommendation to embark on a Collaborative Community Implementation Model. This innovative community-centred approach offers a dynamic route to sustainable development. A specific twelve-step course of action for Council is also presented, along with the draft text of a Town Sustainable Procurement Policy. The recommended twelve steps for Council are as follows:

1. Complete public consultations, subsequent revisions, and formal adaptation of the Community Plan.
2. Public launch of Sustainability Charter and Sustainability Plan.
3. Develop consensus on the principal recommendations and priority opportunities/actions of the Community Sustainability Plan.
4. Compose and circulate a memorandum to senior staff articulating the departmental implications of the CSP in terms of policies and planning. The CSP will also impact on the next round of Strategic Plan revisions.
5. Allocate resources and staff time to facilitate interim implementation steps.
 - a) Hire an interim Sustainability Coordinator using funds designated in the 2010 Planning & Development Services departmental budget.
 - b) Commission the Sustainability Coordinator (SC) to generate new funding from external sources to contribute to the longer-term implementation process (eg. Green Municipal Fund).
 - c) Form a staff working group on sustainable/green practices within municipal operations. This group should include the interim SC and representatives from several departments (eg. Purchasing Assistant, Cultural Coordinator, Planning Administrator, Tree Technician, Administration and Events Coordinator, etc.). It could also involve CoRDA's Sustainability Coordinator.
6. Participate in and support a Sustainable Truro: Collaborative Community Implementation working group on the development of the initiative within the greater Truro area.
7. Finalize and adopt the Sustainable Procurement Policy along with a training and implementation process including communication to vendors.
8. Formalize the Energy Committee to oversee the remainder of the Energy Audit, pursue funding for identified efficiency opportunities, revive wind turbine project evaluation, and draft small-turbine by-law. Consider expanding the Committee mandate to Green Infrastructure concerns. Expand the Committee to include community members.
9. Stage a communications training workshop for Council and senior staff with participatory governance and communications technology components. Develop a comprehensive communications policy and strategy.

10. Raise funds for & draft an RFP for Public Transit study, possibly in conjunction with a Public Works traffic working group that considers broader issues, including active transport plans and area collaborators.
11. Develop a green and open space master plan, including a Victoria Park Stewardship Strategy and Parks & Facilities Commercial Activity Guidelines.
12. Prioritize and act on selected projects identified in the Community Sustainability Plan Opportunities Chart in collaboration, where appropriate, with the Sustainable Truro roundtable group.

The Town of Truro Community Sustainability Plan does not outline indicators of achievement and methods of measuring sustainability. Choosing and using these tools is left to the Collaborative Community Implementation body envisioned in the CSP. This Plan provides a minimal and expandable framework for true community and civic leadership toward a future that is sustainable in relation to our environmental, cultural, economic, and social well-being. It anticipates on-going commitment to dynamic community and sustainable infrastructure.

The Town of Truro Community Sustainability Plan is required by the Municipal Funding Agreement governing the allocation of Federal gasoline excise tax funds. More importantly, it responds to a climate of change in thinking about our relationship with our environment, our livelihoods, and each other. It is hoped that as an expression of our vision for a sustainable community, the CSP will not only boost our sense of common purpose, but will communicate Truro as an enlightened town -- a desirable place to be.

Prepared and presented by:

Planning and Development Services Department

Town of Truro, Nova Scotia

June 2010

2 • Envisioning Sustainability

2.1 Key Concepts & Principles

2.1.1 Sustainability

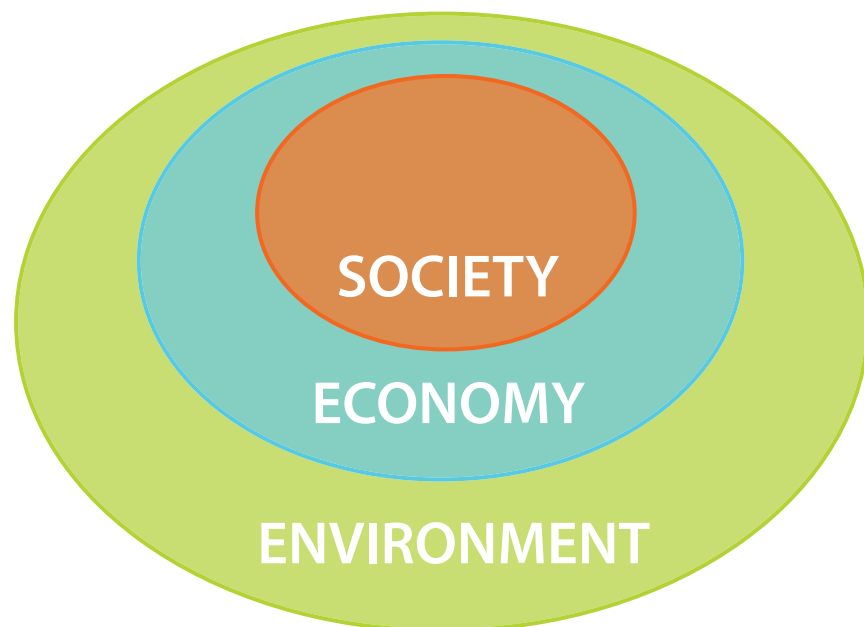
Sustainability simply means a capacity to endure. In the context of a town, it implies not only survival, but a flourishing community. For our purposes, sustainability involves considering the needs of future generations as we make decisions today.

The term sustainable has been used frequently over the past twenty-five years to link the need for societal development with the need for protection of the natural environment. Sustainable actions provide for the future by not borrowing beyond the means of our environment.

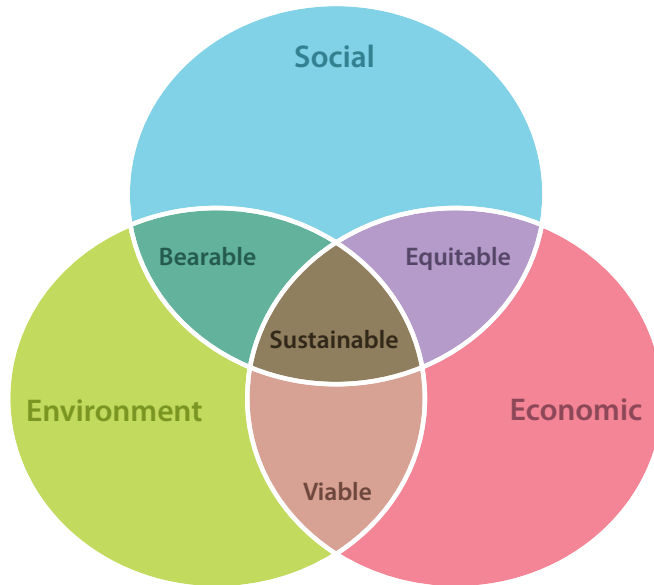
Sustainability policy, especially when stated in international agreements, is most often a reaction to unsustainable practices that have become the norm. In a municipal planning context, sustainability has come to refer to the ideal of development that considers and balances three elements:

1. Environment
2. Economy
3. Community (including ideas of Social and Cultural development).

Various diagrams have been offered to explain the inter-relation of the three sustainability components. Some of these put Community at the centre (sometimes called Society), surrounded by Economy, which is then enclosed by the largest circle, Environment:



Other diagrams illustrate the concept of sustainability by use of intersecting, rather than concentric circles:



The approach taken throughout this framework document and over the course of developing an Integrated Community Sustainability Plan for the Town of Truro most closely aligns with the first of the two illustrations above. Conveniently, the concept can also be conveyed using a capital letter T, as in Truro:



Our Truro sustainability diagram presents the essential role of each element in forming the whole, but also recognizes that the environment is the central pillar necessary for supporting the other two.

2.1.2 Community Sustainability

The goal of community sustainability reaches beyond merely a functioning municipal unit towards an enjoyable place to live along side others. Governments have always existed to shape and manage society through laws, policies, and services. The call at this time for inclusion of Community Sustainability in municipal planning documents, consisting of social and cultural elements, implies either new opportunities to strengthen community with long-term thinking, or concern about the erosion of the factors creating Sustainable Community, or a mix of the two.

The concepts of social and cultural sustainability differ from each other, but are closely linked by their concerns with community livability. Social sustainability involves the needs of citizens in relation to such matters as healthcare, housing, legal protection, and political participation. Cultural sustainability is closely linked to respect for and value of cultural diversity. The term culture is commonly used in reference to both the arts and ways of being that characterize a particular group of people.

For our purposes, we are combining the concepts of social and cultural sustainability into that of community sustainability. This recognizes the critical intersection between having basic societal needs met within a community and the enrichment of diverse culture.

2.1.3 Economic Sustainability

Economic Sustainability reaches beyond just the pursuit of money to goals of wealth creation that benefit the community without damaging the environment. A sustainable economy continuously recreates the means to live while living within its means. It is characterized by opportunities for workers to use their skills and entrepreneurs to create new ventures.

While financial gain and job creation are also existing priorities for all levels of government, the impetus for Economic Sustainability measures in municipal planning documents must be seen in the context of current environmental concerns arising in great part from industrial activity. While economic activity needs to be constrained by environmental stewardship, we are also presented with opportunities for green innovation that can stimulate the economy. For instance, concerns about the impact of industrialized agriculture, dependent on fossil fuels for nitrogen inputs and transport of goods, has led to increased production and sales of local food.

2.1.4 Environmental Sustainability

Environmental Sustainability is perhaps the most easily grasped concept of the three sustainability components. There is little question about the need for it to become a central consideration in municipal planning. Pollution, excess waste, climate change, loss of plant and animal diversity, and peak oil are all issues requiring collective and individual efforts of prevention and adaptation. Of the three elements of sustainability, environmental protection has been the least prioritized by all levels of government.

Our choice to position Environmental Sustainability as the supporting pillar of Community and Economic Sustainability reflects an understanding of the urgency of environment issues with which we are faced. As well, the legislative requirements occasioning the development of an Integrated Community Sustainability Plan provide measurable criteria and fiscal incentive only for the environmental pillar of sustainability.

2.1.5 Integrated

The idea of an Integrated Community Sustainability Plan is twofold. First, an integrated plan provides a framework for concurrent and future plans, integrating them through the filter of sustainability. Secondly, the concept of integration presents an alternative to that of isolation. Isolated planning tends to create conflict among interests perceived to be in competition. It often results in short-term solutions that breed longer term problems or lost opportunities.

The Community Sustainability Plan is a stand-alone document that accompanies the principle planning documents. This provides an framework for planning to promote the inter-connectedness of policy areas that most often are departmentalized in governments. Transportation, public health, housing, economic development, natural surroundings, public engagement, and justice issues each impacts on the others. An integrated approach to achieving sustainability acknowledges and develops these linkages.

Rather than plan for environmental stewardship, economic growth, and community development in isolation from one another; an integrated approach to planning and decision-making weighs possible outcomes for each component even when commissioned to have a primary focus on one.

Balancing the three pillars of sustainability requires, in implementation, both formal mechanisms and information exchange to ensure an integrated approach. An example of formal mechanisms is a Sustainable Procurement Policy that weighs ethical, environmental, and economic factors in decision-making. Information exchange might take the form of having an environmental specialist participate in an Industrial Development Committee.

2.2 Public Participation Program

2.2.1 Introduction

Truro, Have Your Say: We're Listening is an on-going public engagement framework to inform and elicit views on matters related to Truro's sustainability. It has been developed by the Town Planning Department in collaboration with a Sustainability Consultant contracted by the Town.

Ideas and opinions expressed through various Truro, Have Your Say (THYS) activities provide an important component of the foundation of an Integrated Community Sustainability Plan (ICSP) for the Town of Truro. All municipalities in Nova Scotia are legally bound to submit such a plan in 2010 as a requirement for continued receipt of a portion of the Federal gas tax transferred to the Province. In September 2005, the Federal Government and Nova Scotia entered into a Municipal Funding Agreement (MFA), which set out the terms and conditions of the program for municipalities.

An ICSP seeks to direct the environmental, community (social and cultural), and economic development of our Town with an integrated long-term vision. Our ICSP aims to empower our community to address current and future needs, embedding infrastructure requirements within broader strategies. An essential element of empowering communities, and itself evidence of the sustainability of a community, is that citizens have on-going opportunity not only to elect representatives but also to express their own views directly through vehicles such as public meetings and surveys.

The Town's Municipal Planning Strategy (MPS) is central to community development. The ICSP aims to provide a framework for updating some portions of the Town's current MPS (adopted by Council in 2004). The public engagement activities of Truro, Have Your Say have, in turn, informed the 2010 Truro MPS revision. To an extent, these inclusions are evidence of the "We're Listening" aspect of THYS.

The Town has experienced changes over the past five years and it has become evident that there are a number of development issues in the Town that are not adequately addressed by the Town's current planning policies. There is growing interest among some Town residents and developers to update the MPS to address today's development pressures.

The fact that the need to update the Town's planning documents coincides with the requirement to develop an ICSP for the Town presents an opportunity for the Town to address both issues with one process. Taken together, the revised MPS and ICSP framework document will result in a new Community Plan. Public participation has been and will continue to be an important component of a MPS review and the ICSP development.



2.2.2 Purpose and Methods

In addition to legislative requirements for a Community Sustainability Plan, the Town of Truro is actually endeavouring to render itself more sustainable through its policies and practices. Similarly, beyond procedural requirements of public engagement, we strive to create community together through speaking and listening to one another.

We have titled our efforts *Truro, Have Your Say* with the tag line *We're Listening*. We branded the project with our logo that conveys this two-way communication.

The THYS participation project has consisted primarily of public workshop meetings called *The Fire Hall Sessions* and a community-wide questionnaire survey distributed by mail and internet website.

The two THYS elements have been shaped by the following purposes:

- a) Fulfillment of procedural public participation requirements;
- b) Genuine public engagement;
- c) Opportunity for community leaders to hear the views of citizens;
- d) To be seen to be listening, valuing each other's opinions;
- e) To educate leaders and citizens on issues of sustainability;
- f) To elicit ideas, inform priority setting, gauge opinion, identify potential tensions, and inspire;
- g) To further a sense of community with common purpose.

The first Fire Hall Sessions, held in January of 2009, brought together a diverse range of Truro residents around the theme of Our Town, Our Environment, and Our Future. Each two hour session consisted of large and small group discussion. We began with brief presentations on town planning, the Integrated Community Sustainability Plan, and concepts of sustainability. This was followed by a ‘kitchen table’ discussion that allowed any four people to chat about our themes to each other while the entire room listened.

The Fire Hall Sessions also included a community mapping exercise where small groups of 5 – 8 people were asked to plot issues and opportunities in relation to environmental, economic, and social-cultural sustainability on custom-designed maps of the town. We developed a system of symbols and stickers for this activity. Each group then presented their views to the entire room.

Another THYS Fire Hall Session took place in June 2009 around the specific topic of residential development. The Fire Hall Session format is well-suited to respond to other topics of particular concern to the community such as youth engagement, vacant building use, or public transport. The sessions have been planned to convey a welcoming and relaxed environment where citizen input is valued. Additionally, elements of sustainability have been embedded in choices of venue, room set-up, and so forth.

While the Truro, Have Your Say questionnaire was designed primarily to survey the views of citizens, it also functioned as an introductory document of sustainability awareness and education. To this end, a definition of sustainability was offered as: considering the needs of future generations as we make decisions today. This was accompanied by the statement that Truro needs to care for its environment to sustain a thriving economy and community. Admittedly, this introduced a response-bias into the survey. However, it was necessary in fulfilling the dual purposes of education and consultation.

The awareness function of the survey also led to the decision of presenting an extensive set of options under each numerical question. Fewer questions, with fewer and less detailed response options, would quite likely have garnered a higher over-all rate of response to the survey. However, it would have resulted less-specific and therefore less-useful data. As well, fewer response choices would not have served as well in the intended purpose of provoking awareness about sustainability issues and opportunities.



Keys to a Successful Fire Hall Session

To continue the success of Truro, Have Your Say future Fire Hall Sessions should also endeavour to include as many of the following features of the Fire Hall Sessions as possible:

- a) publicity for the meeting that will inform a diverse range of attendees of the event (radio, newspaper, internet, word-of-mouth, posters, church bulletins, schools, etc.);
- b) personal invitations to community activists, leaders, organizations, specific sector stakeholders, diverse groups;
- c) a neutral public venue, preferably located within walking or cycling distance of several neighbourhoods;
- d) a room sized to accommodate 75 – 200 people so as to be large enough without being so large as to create the impression of poor participation;
- e) table and chairs arranged to encourage the possibility of eye-contact among participants and not just back and forth between citizens and facilitators;
- f) visual (art, photography, maps) and musical background (recorded or live) that create a relaxed atmosphere and celebrate local culture prior to the sessions commencement and during a break;
- g) exterior event name and directional signage to welcome all;
- h) local refreshments (eg. Nova Scotian apple cider, cheese, baked goods), possibly served by a community group;
- i) designated area and activities for children;
- j) set times for start and finish that do not exceed 90 minutes and that accommodate as many citizens as possible (repeat sessions at an afternoon and evening timeslot possibly);
- k) visual aid equipment ready to operate, public address system with a mobile microphone;
- l) activities: large group, small group, hand-outs, maps, exercises, guiding questions;
- m) informal facilitation (pleasant conversational tone) and on-hand experts;
- n) a specific articulated theme and communication of how information will be acted on; and
- o) eliciting of citizens' view as the primary goal of the evening.

2.2.3 The Community Mapping Exercise

The Community Mapping Exercise conducted as part of the Fire Hall Sessions involved several small groups working together on a set of community maps to identify what they consider to be the issues and opportunities facing Truro. A broad selection of stickers representing different issues and opportunities were provided and the groups were asked to use these to show on the map where they believed these issues and opportunities exist. Blank stickers were also provided to allow for the introduction of other ideas. The mapping exercise also allowed participants to document their ideas on how Truro could become a more sustainable community.





















All of the maps that were produced by each group were then compiled to create a series of maps that summarize the issues and opportunities facing Truro. The stickers used in the exercise along with the summary maps are shown on the following pages.

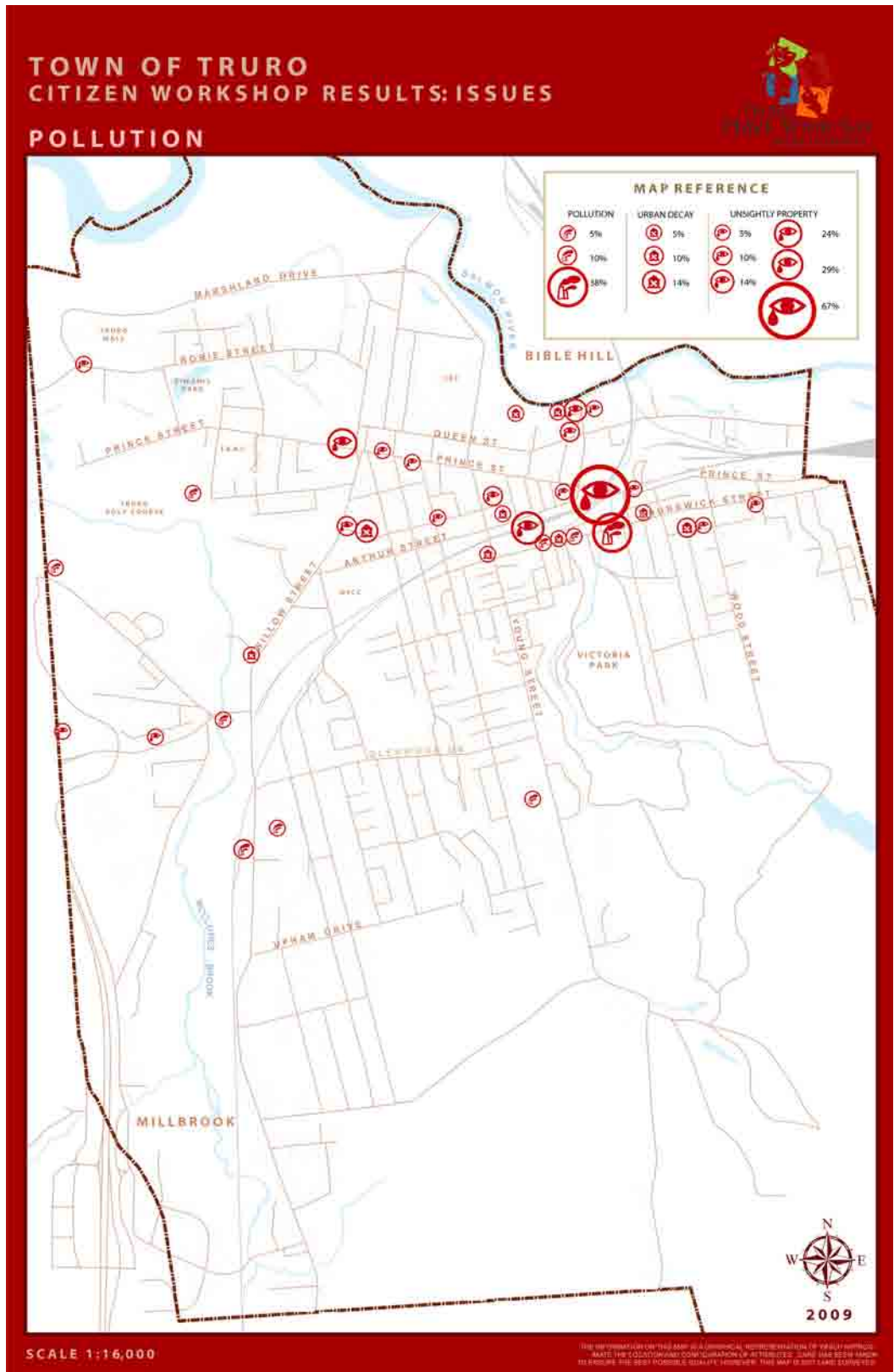
Issues

	Pollution		Decaying Infrastructure
	Not Child Friendly		Unsightly Property
	Lack of Green Space		No Trail or Walking Route
	Incompatible Land Use		Lack of Public Amenities
	Urban Decay		Traffic Problem
	Loss of Community Identity		No Bicycle Route
	Not Pedestrian Friendly		Habitat Loss
	Not Senior Friendly		Poor Accessibility
	Energy Waste		Waste of Resources

Stickers Used to identify issues and opportunities in the Community Mapping Exercise

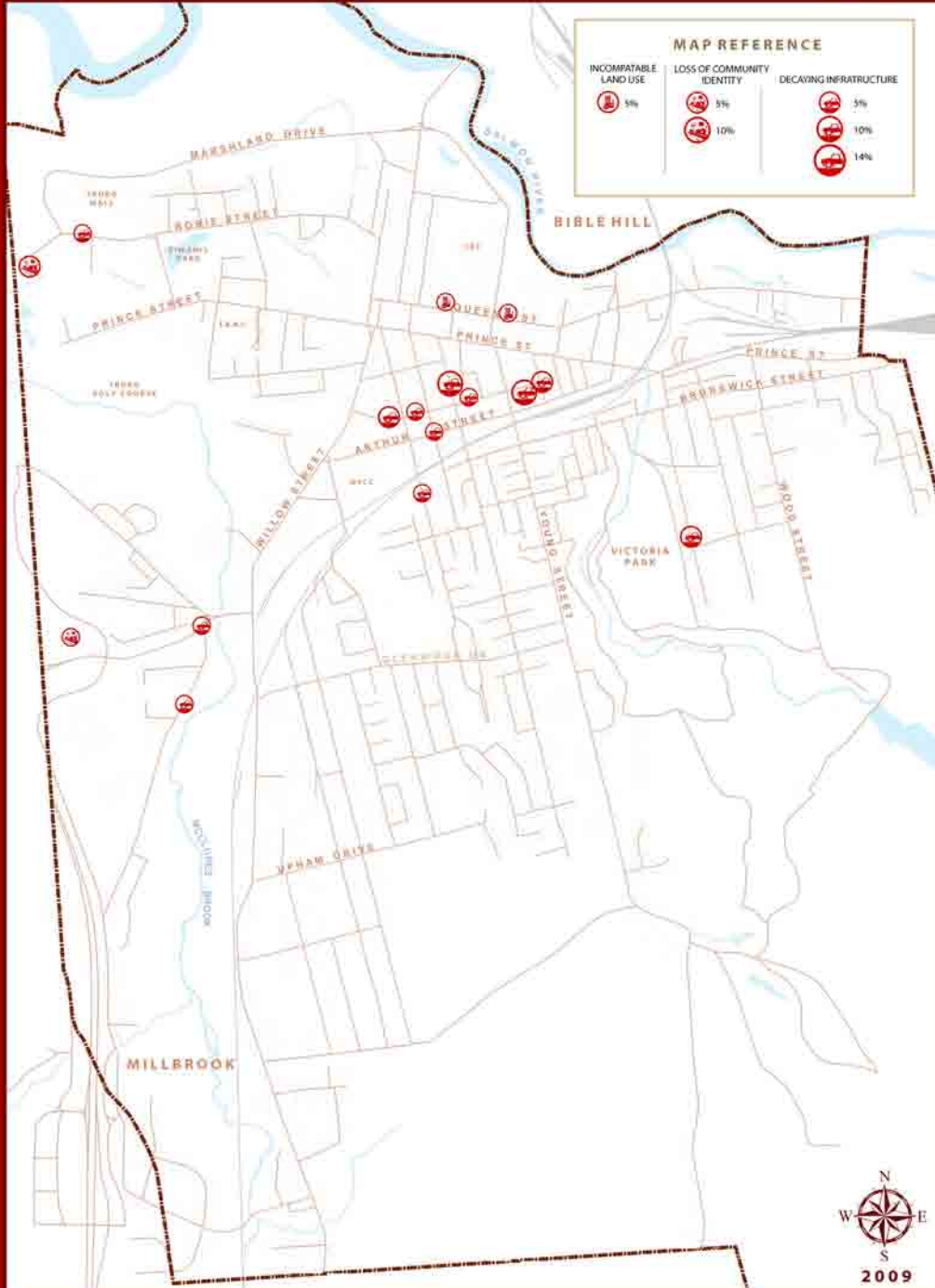
Opportunities

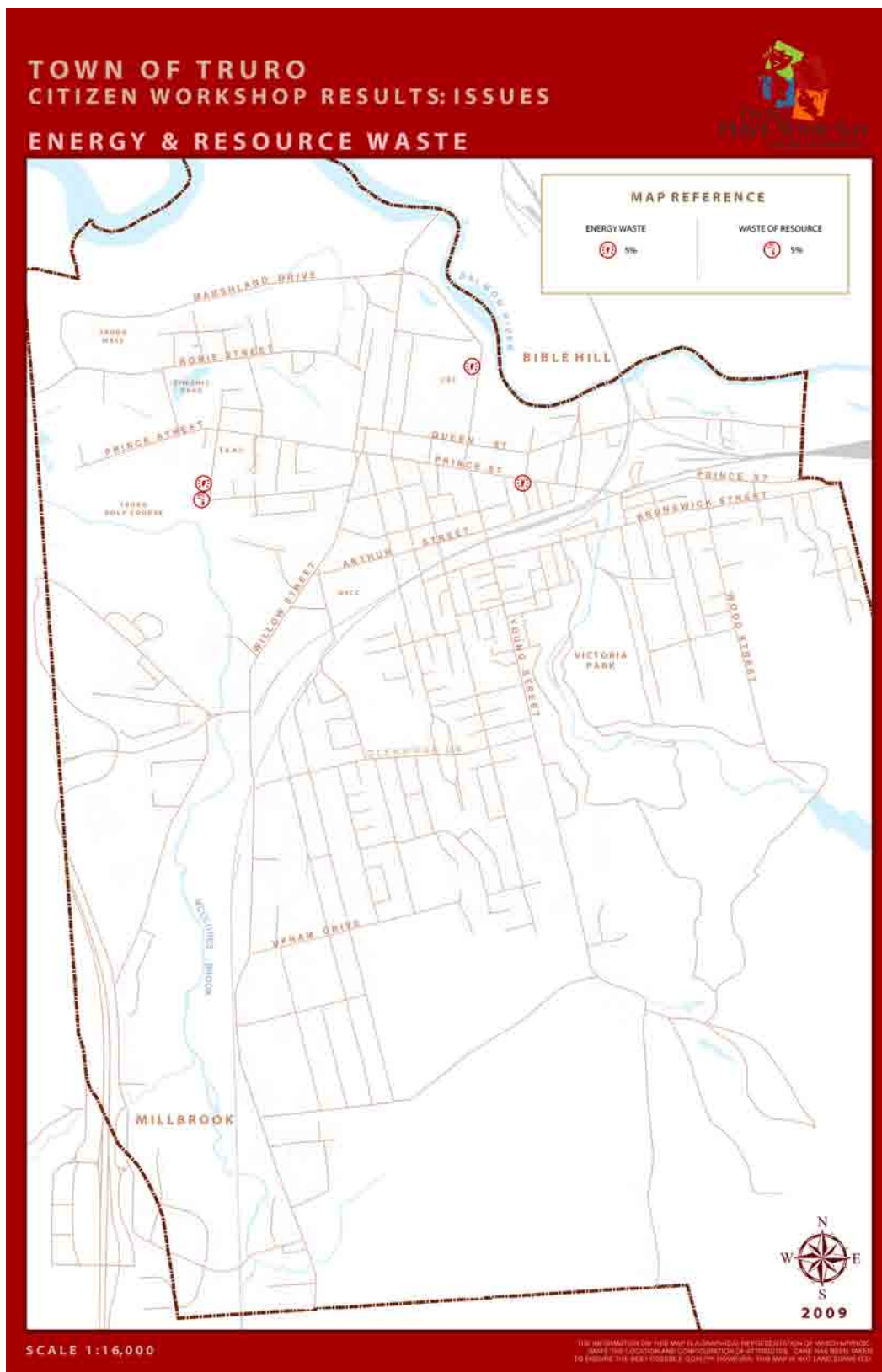
	Redevelopment Opportunity		Beautification
	Community Garden		New Residential Development
	Arts & Cultural Spot		New Commercial Development
	Heritage/Architecture Preservation		New Industrial Development
	Children /Family Spot		Bicycle Route
	Senior Activity Spot		Public Transit
	Public Event Space/Town Square		New Streets/Roads
	Town Symbol/Public Art		Alternative Energy Sites
	Protected Wildlife/Habitat Conservation		Resource Conservation Site
	Park/Green Space		Walking Route/Trail



TOWN OF TRURO CITIZEN WORKSHOP RESULTS: ISSUES

DECAY





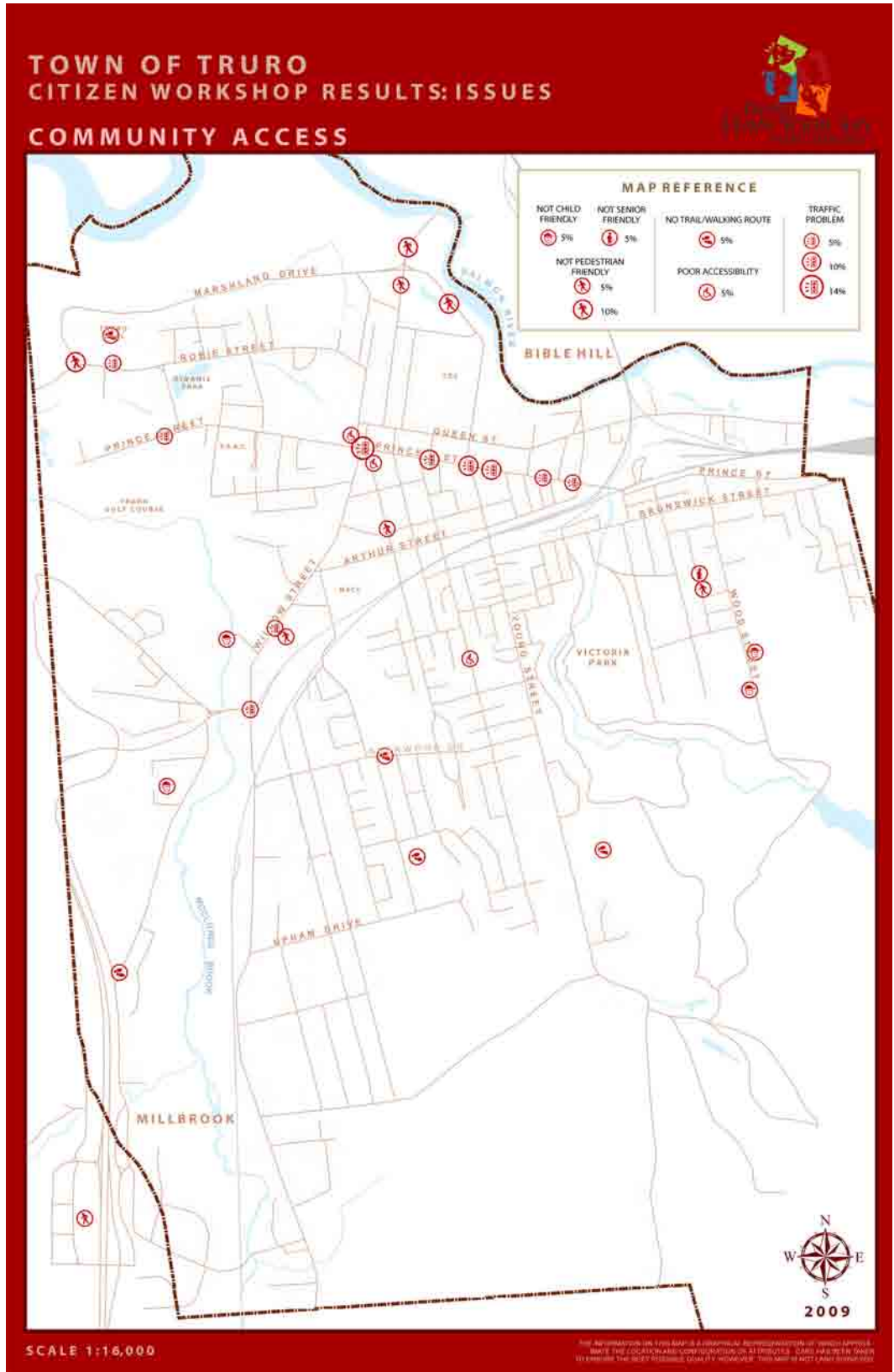
TOWN OF TRURO CITIZEN WORKSHOP RESULTS: ISSUES NATURAL & PUBLIC AMENITIES



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**TOWN OF TRURO
CITIZEN WORKSHOP RESULTS: OPPORTUNITIES
ENERGY & RESOURCES**



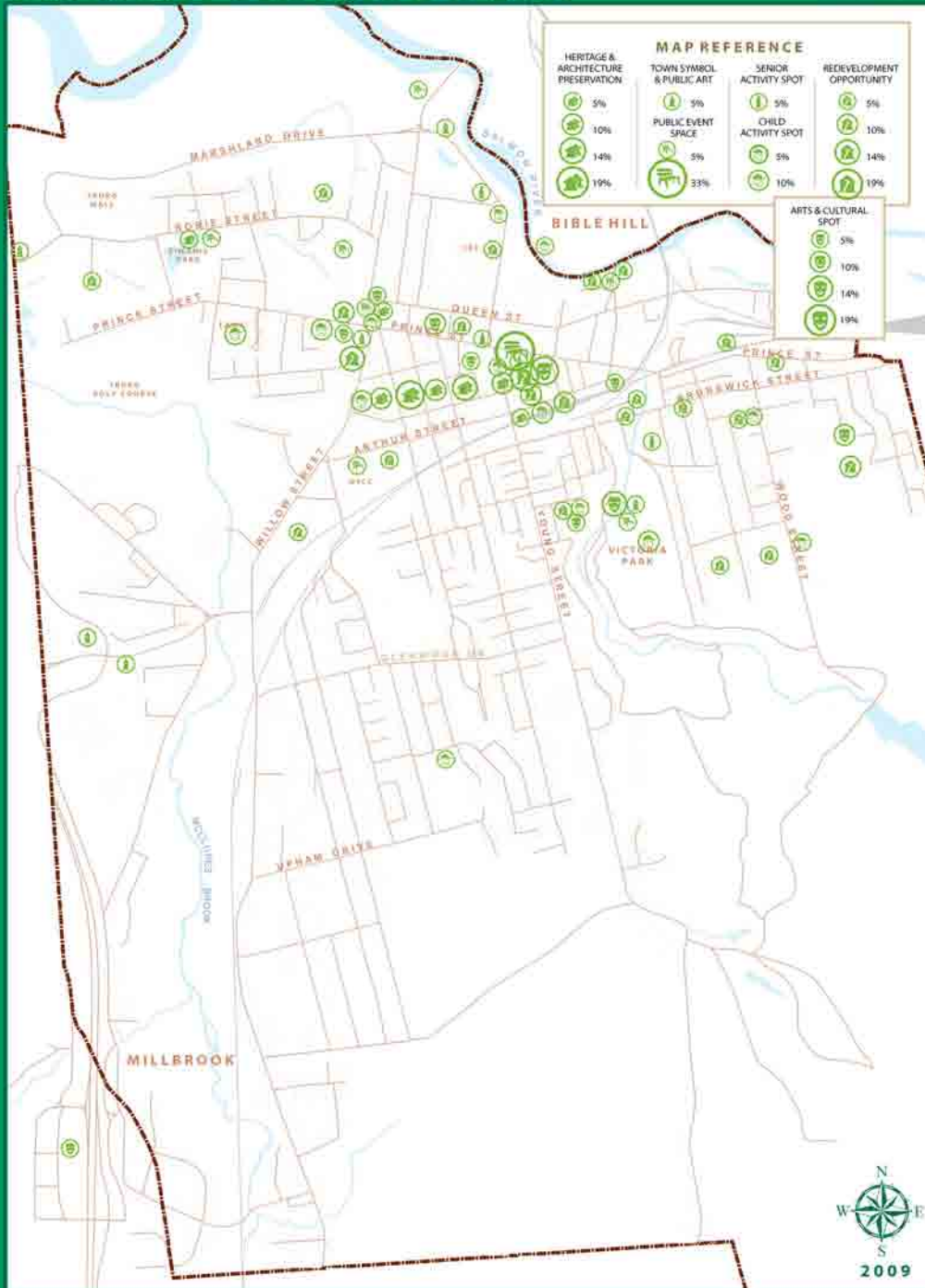
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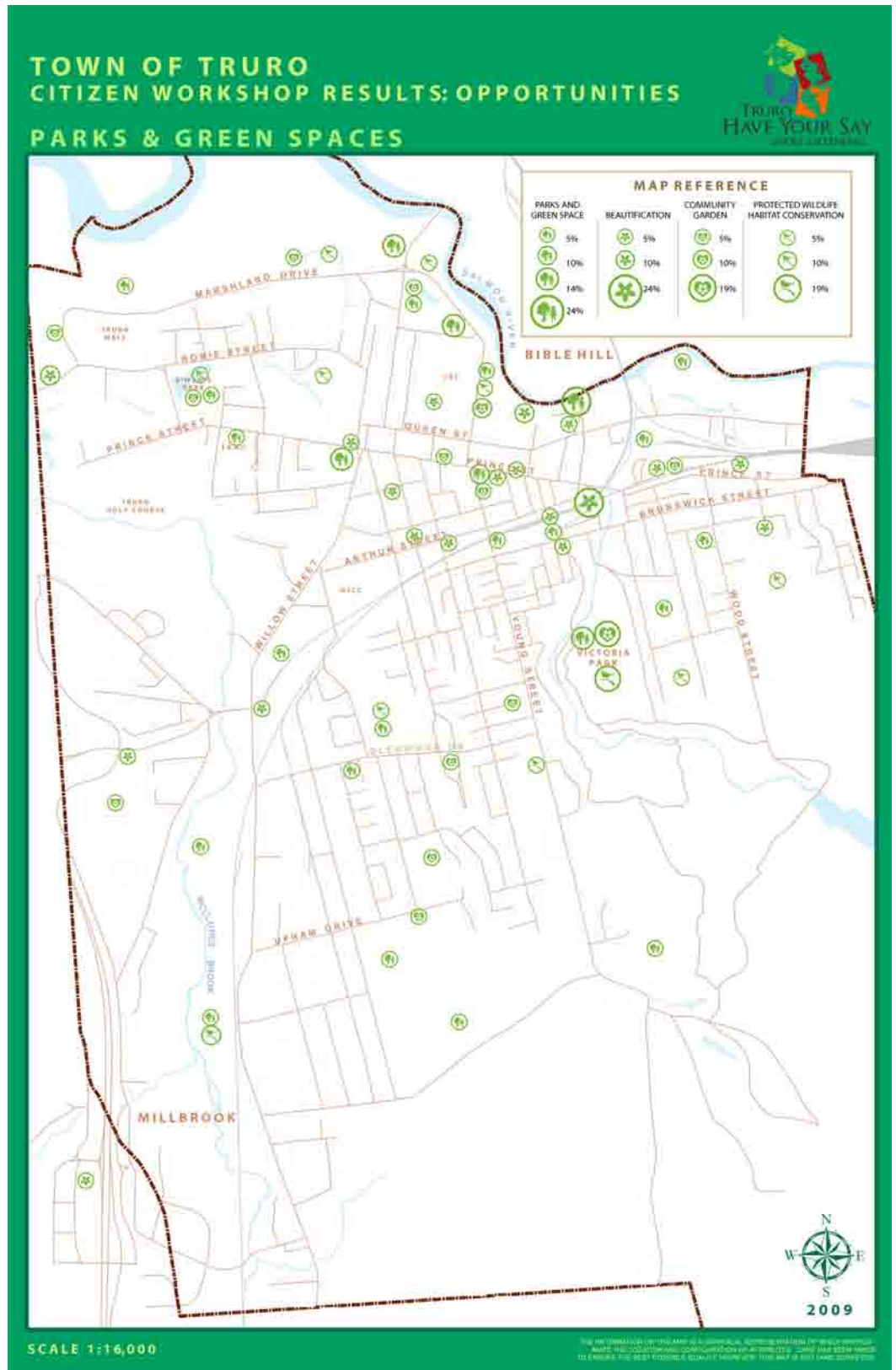


TOWN OF TRURO CITIZEN WORKSHOP RESULTS: OPPORTUNITIES COMMUNITY HERITAGE & EVENTS

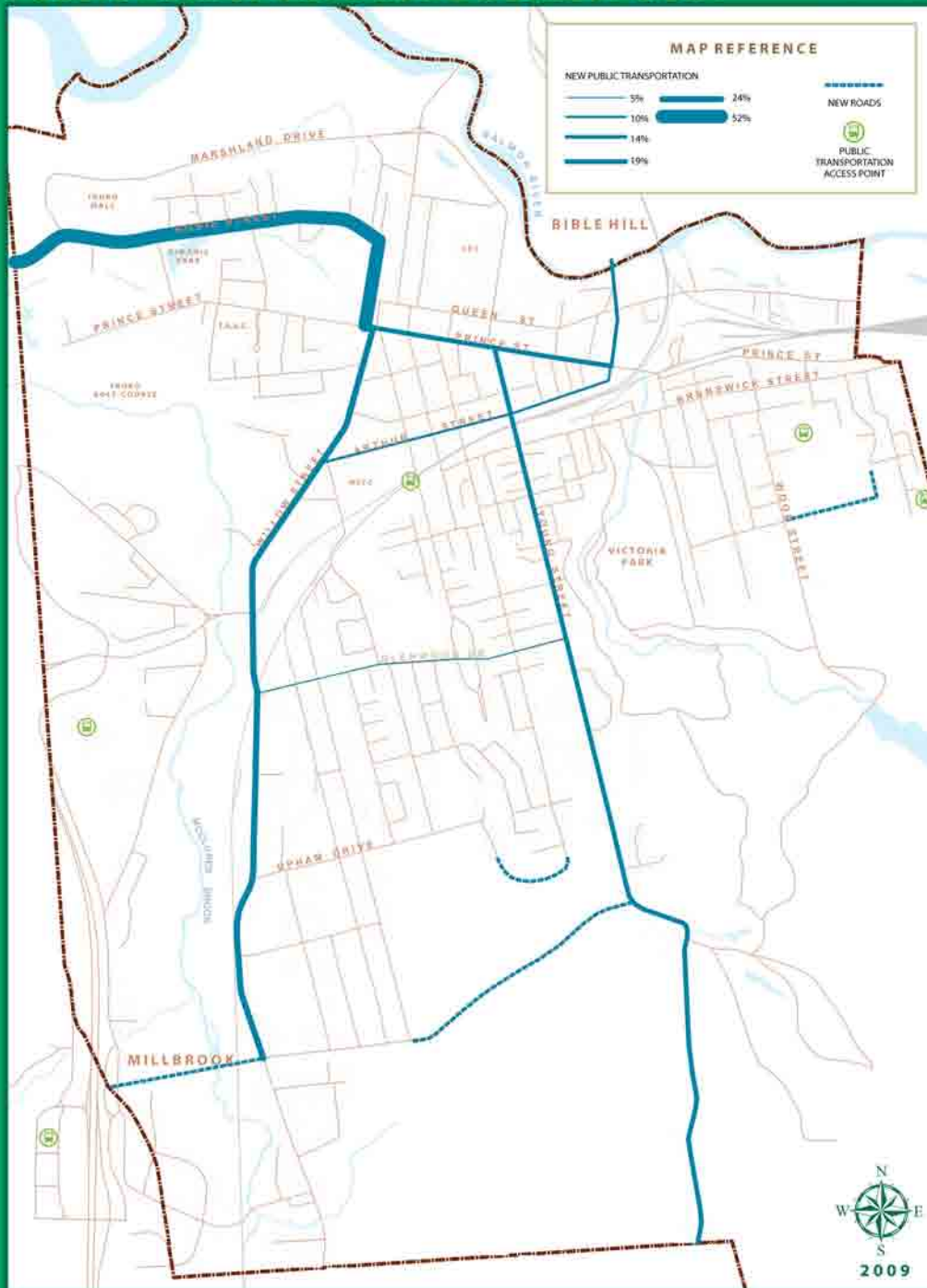


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**TOWN OF TRURO
CITIZEN WORKSHOP RESULTS: OPPORTUNITIES
PUBLIC TRANSPORT & ROAD DEVELOPMENT**



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2009

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A Sampling of Fire Hall Session Discussion

- People like the size of Truro, lively cultural community, interesting heritage buildings, scale is good and nothing bad enough to cause him to leave, heritage places are about outdoor spaces too.
- Truro is an agricultural centre, a great place to start a business, there is a good mixture of old and new buildings. More focus needs to be placed on green space to allow for more cross-generational time together in neighbourhoods to get to know people, take care of each other.
- A developer from Halifax noted that people are easy to deal and work with, it's a fun to do business, Truro is an attractive community. Suggested that more people need to go the extra mile to preserve greenery, big difference from Halifax looking out at concrete vs looking out at green space, need to teach children to respect the environment, interact with the environment
- Resident who came from a similar town in Ontario, lots of schools, hockey, agriculture, only one hour from city, have become involved in organizations such as Maggie's Place, French School, likes living in the downtown, a safe community, feel blessed, appreciate diversity
- Robie Street entrance needs to be improved, the impression it makes deters people from making it to the downtown, need bicycle lanes, cyclists too afraid to drive on the streets.
- Need a transit system to provide transportation to amenities outside of the downtown such as the movie cinemas, children should be taught how to use transit in school.
- Town needs to be more proactive in fixing holes, accident could have been prevented, one word in 2009 "prioritize", analogy – if a pipe bursts at home you're not going to paint first and then fix pipe, Truro is a great place to live, but it is important to be safe.
- Truro's Downtown Residents Association, which consists of mostly single unit owners of large heritage homes in the centre of downtown who are very concerned about the downtown core, previously safeguards were requested in the Town's planning documents that have been washed down in terms of power, guidelines need to be made more stringent, stronger terminology, need heritage performance standards put in zoning requirements, need to ensure that development is going to be compatible with homes that we live in
- Culture is an important part of a vibrant community that needs more support, one initiative to be more sustainable is life long learning, we need to measure what we have and work with the Canadian Learning Council, ie. Colleges, library, Marigold Centre, new hospital, civic centre, etc.
- Need to develop old Truro Jr. High building, need bike trails and more walking trails, turn the old hospital into affordable housing, CEC high school has outlived itself and is sinking into the ground, need to move John Ross to industrial park, should only have parking on one side of Prince Street, need to explore more options between single dwellings and apartment, more row housing, develop old school sites, increase downtown density with quality development.
- Need public transit but know that it will not make a profit, service to the community, need to put Farmer's Market in old Fire Hall, should use old hospital for civic centre instead of so far out of town
- Make Prince Street two way or only parking on one side with one side safe bike route.

continued...

- Put community garden across from CEC or in Victoria Park and involve more children and seniors together, do geological walks in Victoria Park
- Get rid of concrete/asphalt in Civic Square and make it a governing/gathering point
- Need to address the youth at find out what makes them happy, can we replicate it, more communication with the schools
- Provide food for food bank in a community garden.
- Need program to encourage small business in downtown where someone wanting only 50-60 sf can have space in a larger building
- Vacant properties are becoming eyesores, need bike path along Prince Street, need walking trail along the river
- Need to promote unique business in the downtown
- Reuse school equipment in playgrounds and parks in neighbourhoods
- Development agreements are not followed and need to be monitored and trees replanted that are removed in residential developments
- Need to keep the heritage look
- Promote Victoria Park with more cultural activities, community gardens
- Include Millbrook in transit system, do not allow idling, old schools should become green spaces and parks
- We need more positive forward thinking
- Arts and culture in the Civic Building (old Normal College), develop the waterfront
- Need provisions to develop wind energy
- Capitalize on downtown, not just strip malls and industrial
- Eliminate pesticides
- Capitalize on train heritage “jewels and the junk yard”
- Limit to two units per heritage building, all development agreements must meet parking and amenity space requirements and contribute to urban forest
- Need to enforce and overhaul heritage standards
- Relocation of train tracks in the interest of safety
- Adaptability – need to adapt to be sustainable
- Need at least four units, two units not economically viable, need stricter codes, architectural standards, landmarks of Truro are its architecture
- Rent is already low, do a study to see how much affordable housing is needed
- Get people with special needs more involved in the community, it shows growth
- Clean up Prince Street with underground wires
- Need more “Art in the Park”



2.2.4 Mail-Out & On-Line Survey

In January 2009 Planning & Development Services sent out a questionnaire entitled “10 Questions About Truro” to all mailing addresses within the Town of Truro. A total of 7593 questionnaires were sent out along with an enclosed postage paid return envelope. Copies of the survey and reply envelopes were also made available at the Town Office, Library, and various downtown businesses. There was also an on-line version of survey made available on the Town’s website. There were a total of 698 responses to the survey, 228 of these were on-line and the rest were either dropped off at the Town Office or mailed in.

2.2.5 Statistical Validity

The goal of this survey was not to elicit data for rigorous statistical analysis, but rather to inform public policy. However, the authors stand by the statistical validity of the survey results. Although the total population of Truro is approximately 12,000, for the purposes of determining if the sample sizes in this survey are statistically valid it is assumed that the survey population of Truro would include that portion of the population over the age of 15. According to 2006 Statistics Canada figures, there were 10,200 residents in Truro in this age group. There were 698 responses to the on-line and mail survey which would represent 6.8 percent of the over 15 population. Of the responses, 116 were either incomplete or were completed incorrectly. These responses are not included in the numerical analysis contained in this report but the written comments have been incorporated. The number of fully and correctly completed surveys is 582. Based on this sample size, it can be stated that the results of this survey are accurate to within plus or minus 3.94 percentage points nineteen times out of twenty.

2.2.6 Presentation of Truro, Have Your Say Responses

The Truro, Have Your Say survey generated thorough and thoughtful responses from a healthy number of Truro area residents from various places within the town (as indicated by Postal Codes). This in itself can be interpreted as evidence that Truro already features some degree of an important sustainability characteristic: that of citizen engagement. Whether motivated by dismay at the status quo or optimism for the future, participation in the survey and/or Fire Hall Sessions conveys a desire of citizens to shape their community.

The '10 Questions about Truro' mail survey that was sent out to all mailing addresses in Truro

10

Questions About Truro

1. What do you like the most about Truro?

2. What would make Truro a better town?

3. Please choose the five best ways to make Truro a more vibrant and sustainable community: (rank them from 1 to 5, #1 being the best)

<input type="checkbox"/> Create a downtown public activity space (town square). <input type="checkbox"/> Promote development by relaxing regulations. <input type="checkbox"/> Welcome cultural diversity. <input type="checkbox"/> Support community gatherings like festivals & the Farmers' Market. <input type="checkbox"/> Encourage a mix of businesses and residences in neighbourhoods.	<input type="checkbox"/> Develop the riverfront for public use. <input type="checkbox"/> Increase support for creative arts. <input type="checkbox"/> Ensure a range of affordable, suitable housing. <input type="checkbox"/> Encourage more development in the downtown area. <input type="checkbox"/> (Other) _____
---	--
4. Please choose the five most important principles to guide us as we develop our community: (rank them from 1 to 5, #1 being the best)

<input type="checkbox"/> Preserve our heritage architecture. <input type="checkbox"/> Increase our tax base. <input type="checkbox"/> Improve the appearance of our town. <input type="checkbox"/> Maintain property values. <input type="checkbox"/> Boost our sense of community and belonging.	<input type="checkbox"/> Be 'open for business'. <input type="checkbox"/> Protect nature and the environment. <input type="checkbox"/> Keep the downtown vital. <input type="checkbox"/> Develop unique town symbols and identity. <input type="checkbox"/> (Other) _____
---	---
5. Please choose the five best ways to make Truro a better place environmentally: (rank them from 1 to 5, #1 being the best)

<input type="checkbox"/> Reduce consumption, waste, and garbage. <input type="checkbox"/> Increase public transportation options. <input type="checkbox"/> Reduce use of pesticides. <input type="checkbox"/> Promote local goods and food choices. <input type="checkbox"/> Create an anti-idling by-law.	<input type="checkbox"/> Require energy efficient construction and improvements. <input type="checkbox"/> Support active transport such as biking and walking. <input type="checkbox"/> Improve our air and water quality. <input type="checkbox"/> Use clean energy sources. <input type="checkbox"/> (Other) _____
--	--
6. Please choose the five best ways to make Truro's economy both thriving and sustainable: (rank them from 1 to 5, #1 being the best)

<input type="checkbox"/> Strengthen existing businesses and industries. <input type="checkbox"/> Develop new business and industry. <input type="checkbox"/> Attract more tourists and visitors. <input type="checkbox"/> Encourage people to shop locally. <input type="checkbox"/> Adapt to the effects of climate change.	<input type="checkbox"/> Provide more assistance to those in need. <input type="checkbox"/> Motivate young people to stay in Truro. <input type="checkbox"/> Spend on infrastructure projects such as roads and sidewalks. <input type="checkbox"/> Attract more big national chain stores. <input type="checkbox"/> (Other) _____
--	--
7. Please choose the five best ways for Truro to plan for an increase in population: (rank them from 1 to 5, #1 being the best)

<input type="checkbox"/> Create apartment units in existing large houses. <input type="checkbox"/> Expand infrastructure to service vacant lands for new development. <input type="checkbox"/> Encourage apartment buildings in commercial areas. <input type="checkbox"/> Develop vacant land in existing neighbourhoods. <input type="checkbox"/> Encourage mixed-use buildings downtown (business & residential).	<input type="checkbox"/> Encourage apartment buildings in existing neighbourhoods. <input type="checkbox"/> Develop or expand mini-home parks. <input type="checkbox"/> Encourage new residents to live just outside of town. <input type="checkbox"/> Convert vacant buildings for residential use. <input type="checkbox"/> (Other) _____
--	---
8. Please indicate whether you agree or disagree with the statements below:

AGREE	DISAGREE	NOT SURE	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Truro offers its senior citizens a full range of social and recreational opportunities.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Truro offers good choices for continuing education.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Truro needs more parks and green space.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Truro is easy to get around in by car.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Truro offers good opportunities for sports and recreation.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The people of Truro are generally healthy and fit.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Truro offers a variety of culture and entertainment.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If I want to, I can have a say in how my town is developed and run.
9. What is your vision of a sustainable Truro 20 years into the future? What would be different from now? How can we get there?

10. Do you have any other comments about the topics of this survey? Any other ideas to make Truro an even better town?

Please Provide Your Postal Code:

What's next? ...see reverse

To present a synthesis and analysis of responses to the THYS survey, this report uses a series of graphical charts indicating levels of support for particular views in response to the 10 questions.* In the case questions utilizing a ‘rank your choice’ format, three graphical representations present the data from slightly different angles: Responses as Ranked by Preference, Responses as Percentage of Total Responses, and First and Second Choices of Respondents. *(Note: Question 10 asks for any additional questions, and so, responses have been collapsed into the reporting of the previous questions.)

In addition to the graphs, comments are presented to provide a framework for understanding and using the information. First, a clarification of the question’s wording and intent is provided. Secondly, observations on dominant response characteristics point to trends in possible alternative interpretation of terms within a question, as well as noting most frequent ‘other’ suggestions when given the option. Finally, a discussion of content intends to encourage interpretation beyond reduction to numerical data. This format has been chosen to facilitate strategic planning that recognizes the complexity of opinions and necessary policy approaches in the context of a diverse and dynamic community.

2.2.7 Question 1

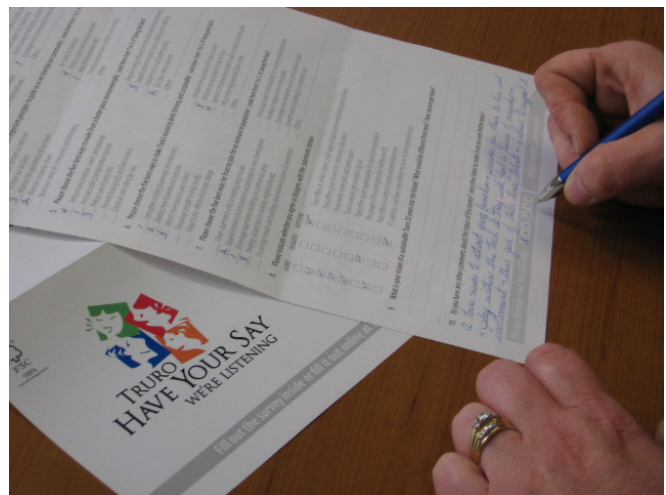
The first question is designed to give the respondent a chance to be heard and was not intended to be informational. The question sets a constructive tone, encourages the reader to reflect on achievement and appreciation of community.

Responses to Question 1 suggest action priorities and also give some insight into matters that should not be ‘messed with’. The wording of the question and use of the term ‘The most’ intends to elicit the single best thing about Truro, but several lines were provided to allow for multiple responses. Responses were typically brief phrases, with one, sometimes two items mentioned. Few responses involved a list or story. There were a small number of negative or rant responses, usually on a particular issue. No misunderstanding of the question was evident in the responses. The number one response was satisfaction with the current size of Truro. This raises a potential conflict with the pursuit of growth.

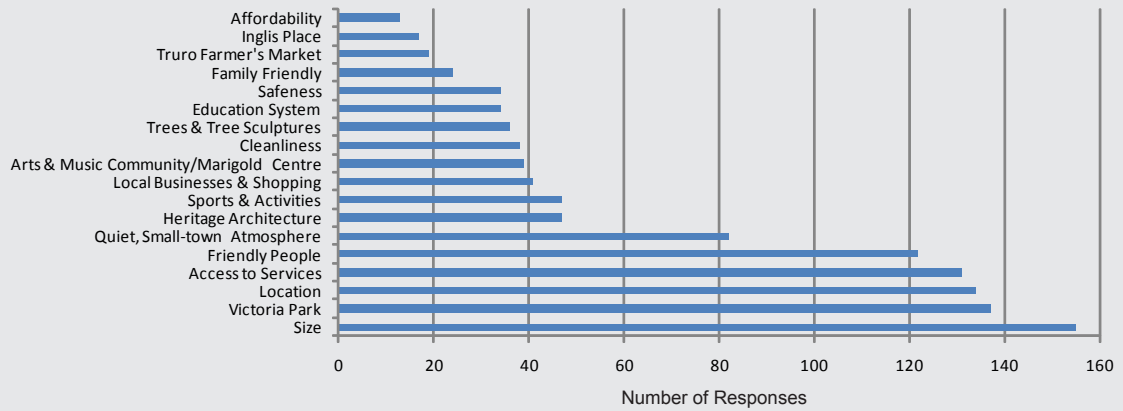
2.2.8 Question 2

Question 2 asked “What would make Truro a better town?”. The intent here was not to find out what people liked least like about Truro, rather it was to get respondents to formulate concerns as opportunities. The question was open-ended to allow for raising of topics otherwise not mentioned in the survey.

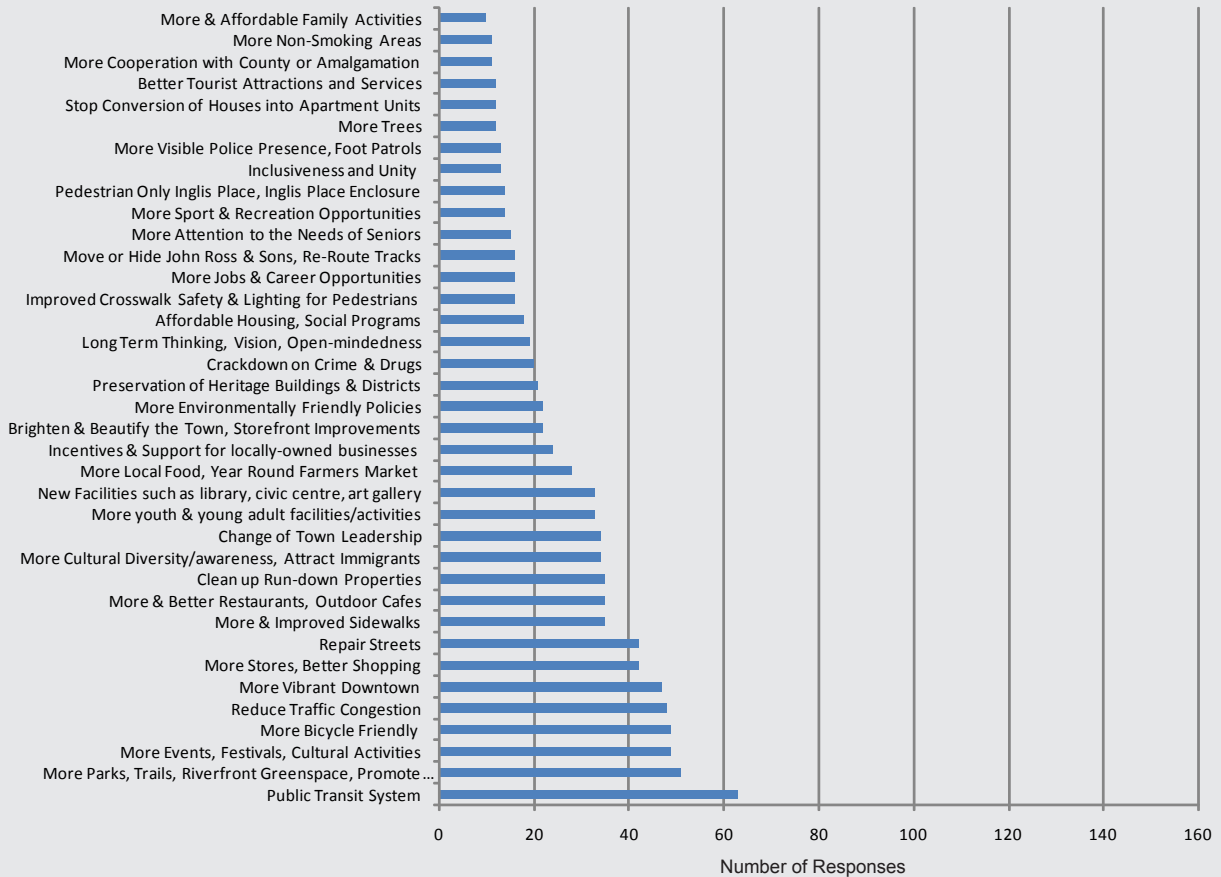
Question 2 was the most frequently answered question on the survey and also elicited the most lengthy responses. Many respondents indicated that public transit would make Truro a better town. The popularity of this response raises a number of questions such as: What is the history of this issue in Truro? Why is this the number one response? Why doesn’t this exist now? Is this a new or increasing perceived need? Are there new opportunities for a public transit?



Question 1: What do you like most about Truro?

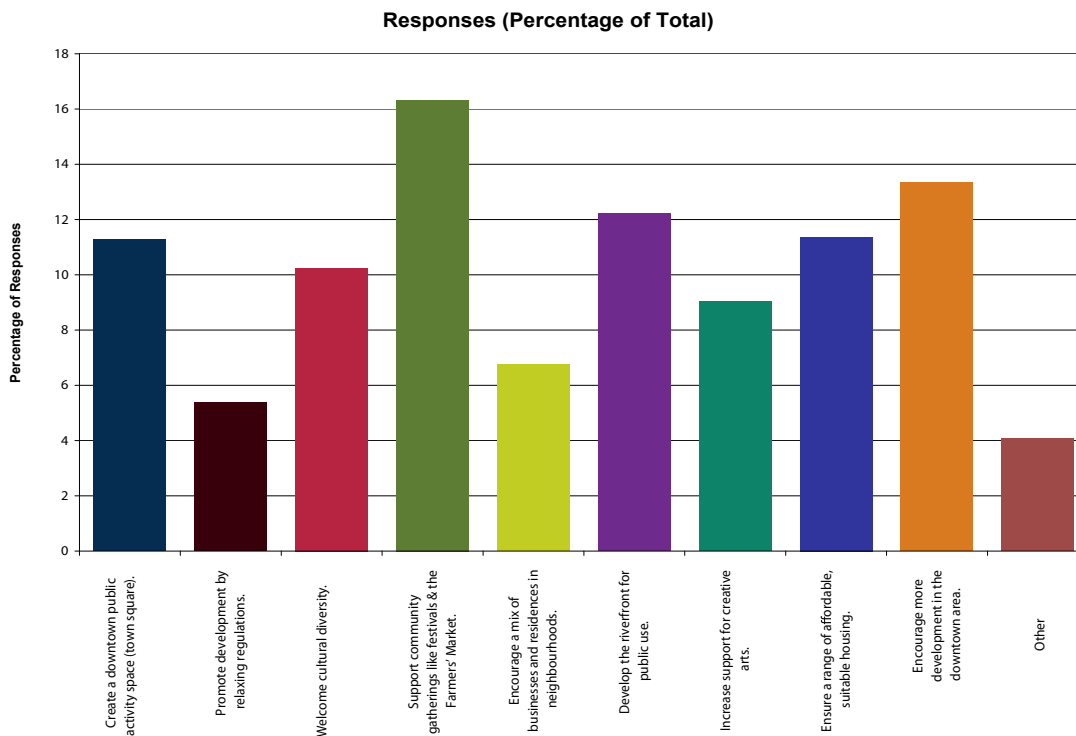
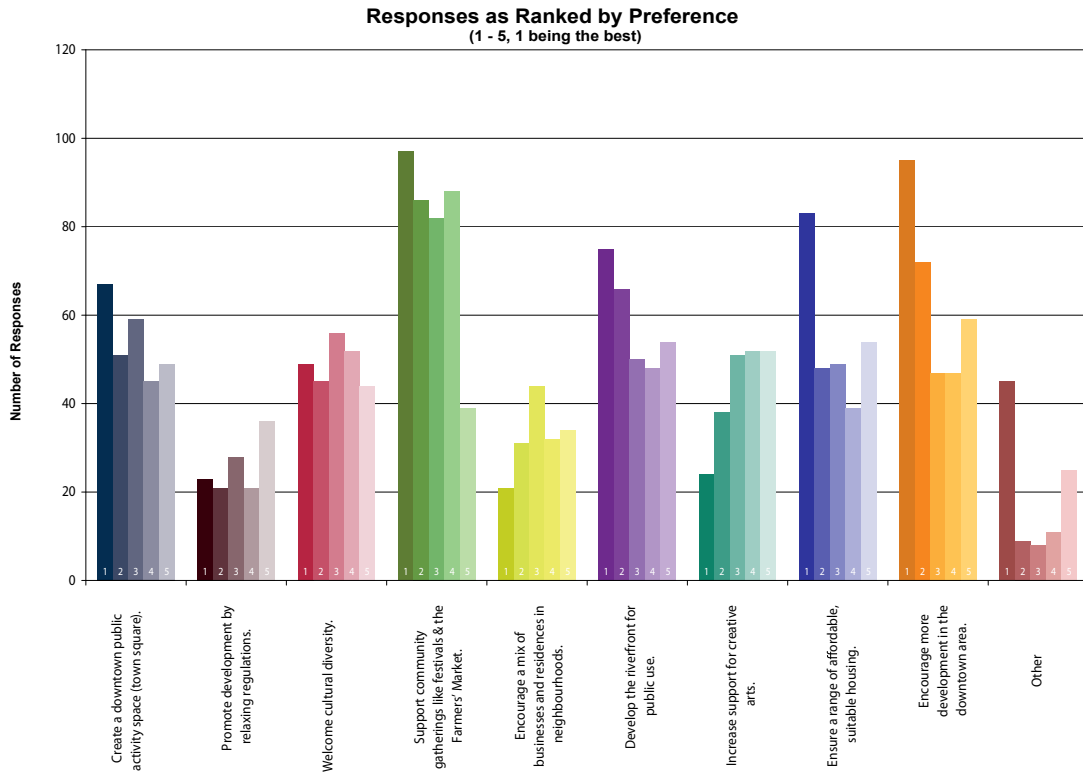


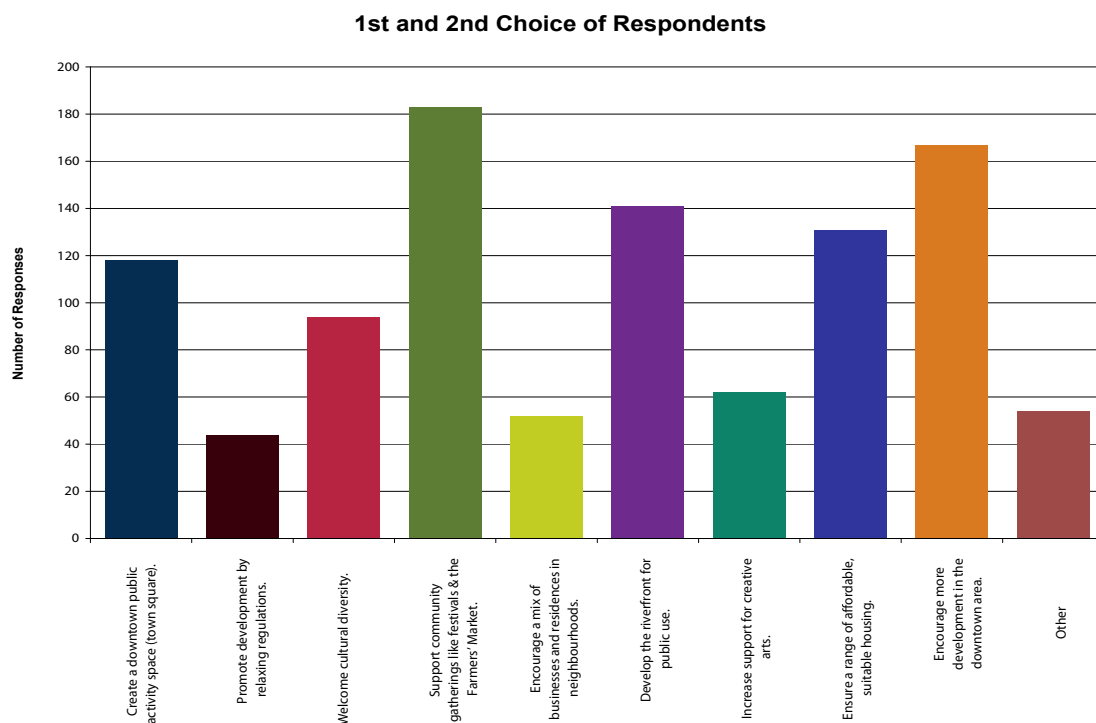
Question 2: What would make Truro a better town?



Question 3

Please choose the five best ways to make Truro a more vibrant and sustainable community.





2.2.9 Question 3

Question 3 asks participants to choose the five best ways to make Truro a more vibrant and sustainable community. This question connects the idea of community to vibrancy and sustainability. This is an example of an ‘informative question’ in that it informs the respondent of potential projects while asking for an opinion about them. The questions and the choices provided were meant to sound positive and were framed constructively (eg. Best Ways, Promote, Support, Encourage). The question directed response by topic and requested a ranking.

This question confused a small group of respondents. It was intended that participants rank their choices from 1 - 5. However, some questionnaires were filled out with check marks, all choices ranked as 1, or all choices were ranked from 1 to 9. Where the respondents’ intentions could reasonably be inferred, their choices were reflected in our tabulations. Each of the ranking questions in our survey provided an ‘Other’ option. In Question 3, nearly all ‘Other’ responses consisted of topics raised elsewhere in the survey. Some specific suggestions included such items as ‘create a Victoria Park Commission’ and ‘provide daycare in neighbourhoods’.

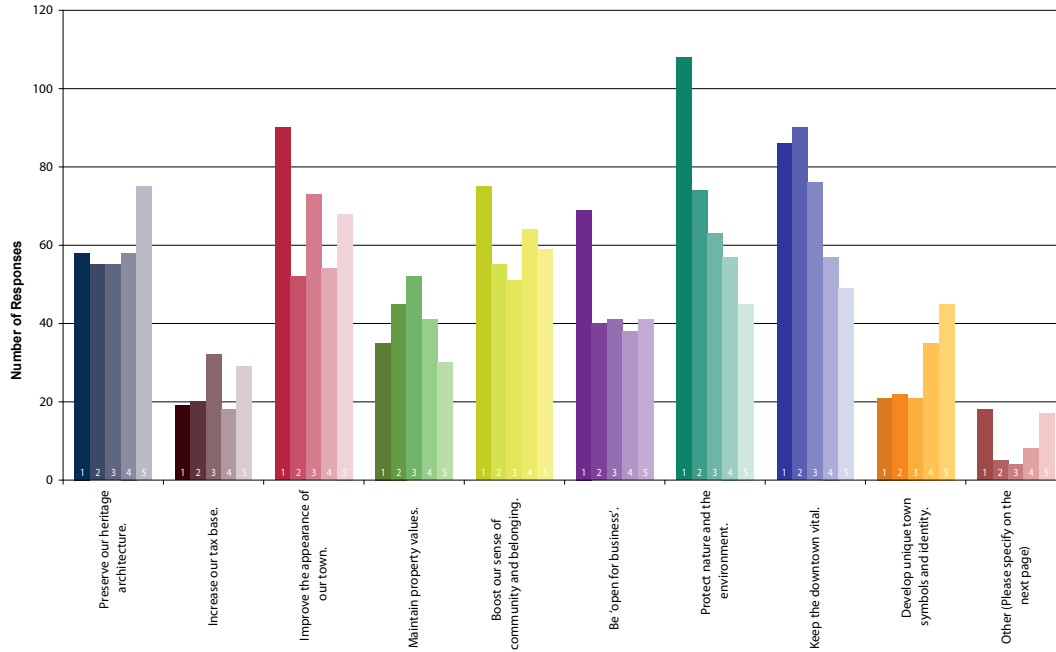
Top choice for respondents was support for community gatherings, festivals, and the Farmers’ Market. Similar levels of support for this category was evident by a strong showing in Question 2. ‘Development in the downtown area’ ranked a close second in opinions expressed. Respondents also showed strong support for initiatives such as creating a downtown public space and developing the riverfront. Relatively low support was expressed for a mix of businesses and residential uses in neighbourhoods and there was also low support for relaxing development regulations to encourage new development.

Question 4

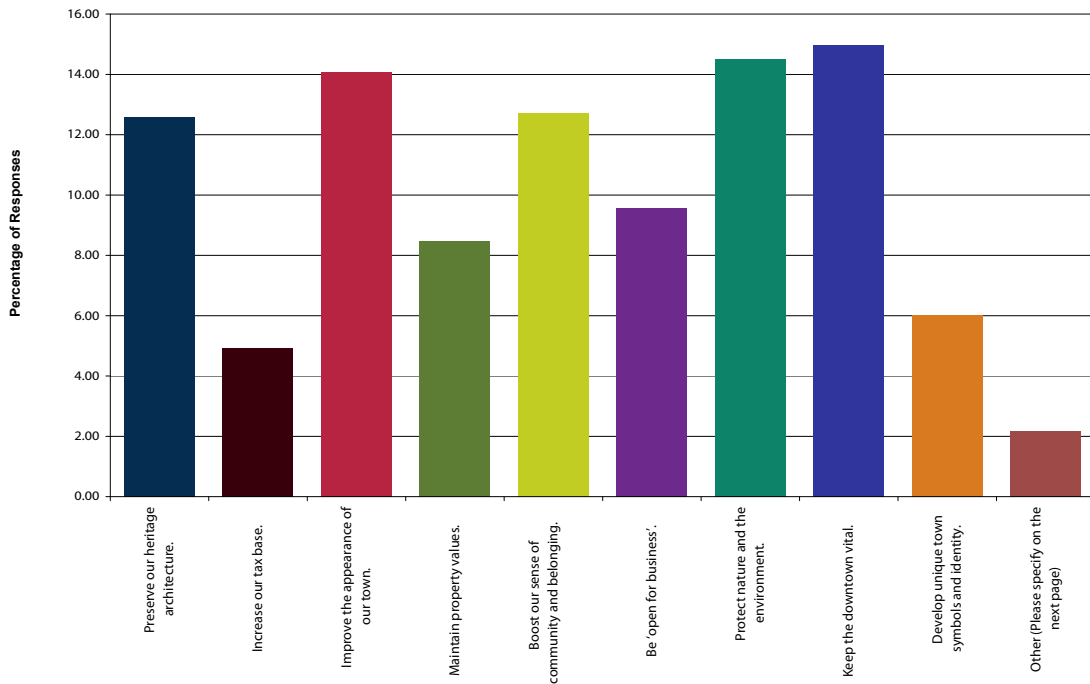
Please choose the five most important principles to guide us as we develop our community

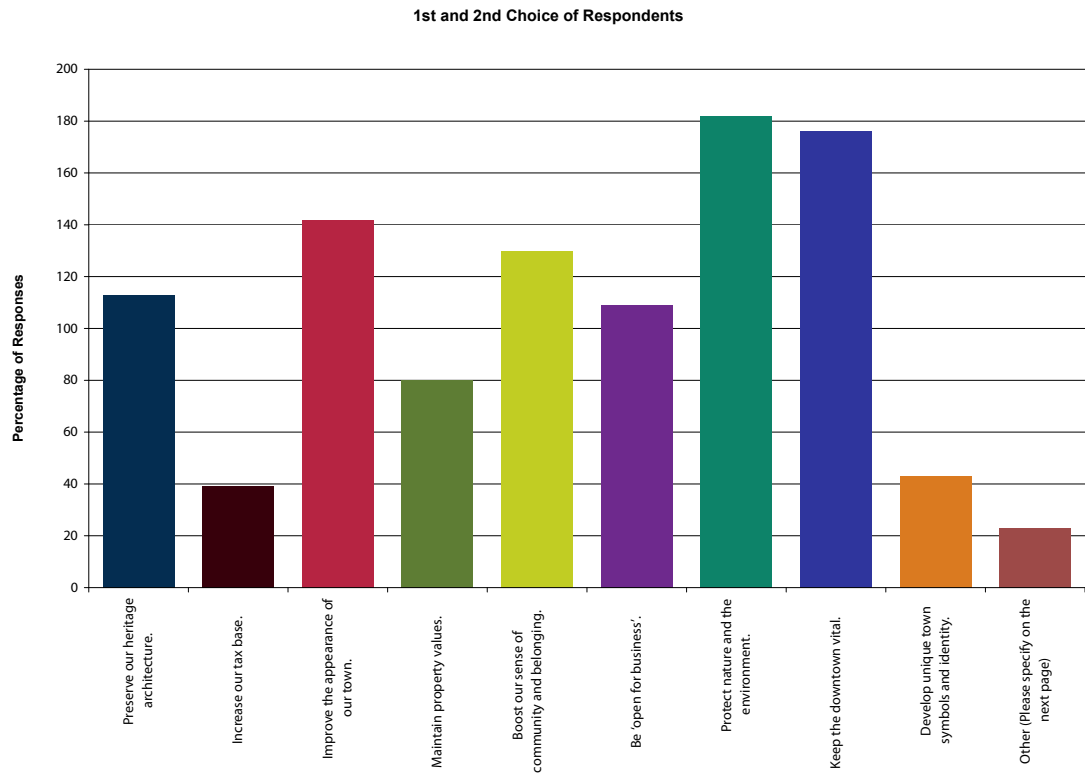
Responses as Ranked by Preference

(1 - 5, 1 being the best)



Responses (Percentage of Total)





2.2.10 Question 4

Question 4 asks respondents to choose the five most important principles to guide us as we develop our community. This question was meant to emphasize principles rather than policies or actions. As well, the question was worded to invoke a sense of inclusiveness by employing the phrase: ‘as we develop our community.’

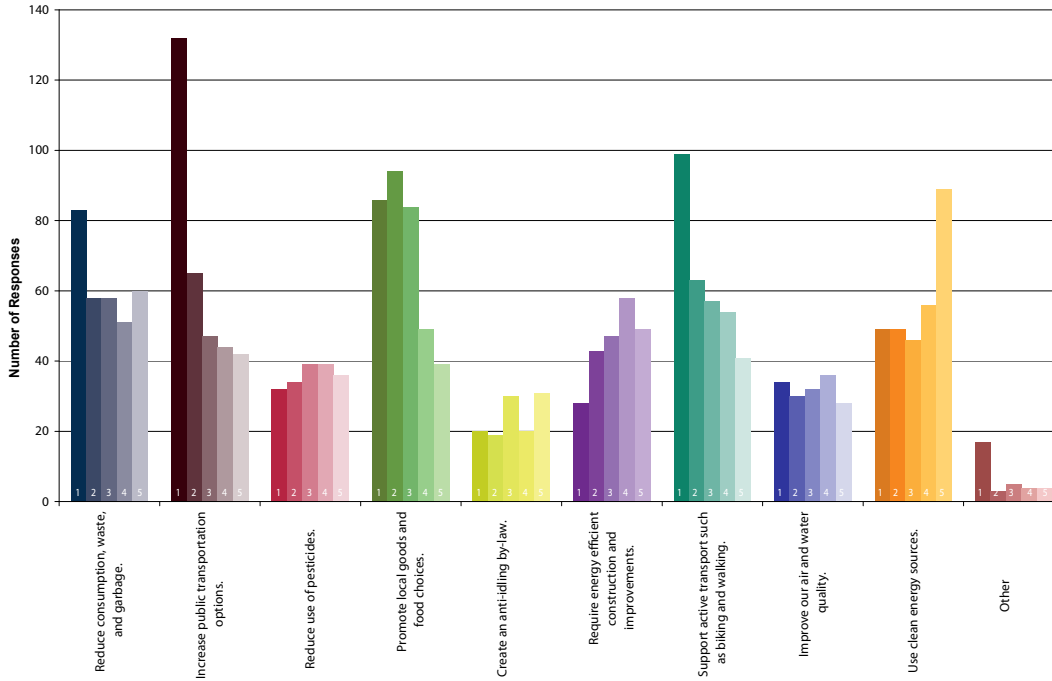
Question 4 garnered a large number of ‘Other’ responses. These included process suggestions such as: “facilitate public input and open communications between citizens and Council”; “listen to the youth”; and “be able to change course in tough times”. Some ‘Other’ responses articulated specific policy or action suggestions such as: “re-build the train station as it was;” “off-leash dog park”. Additional principles suggested by respondents included: “inclusiveness and accessibility”; “be economically and environmentally progressive”; “be comprehensive and collaborative”; and “do not over-develop our town”.

The high proportion of people who ranked protection of the environment and downtown vitality as their first choice for guiding principle may indicate a bias in the make up of our survey participants. The percentage response graph indicates downtown vitality as top choice. Although a sense of community is a prevalent sentiment expressed throughout the survey, interestingly, participants did not connect the need to develop a specific symbol to express our identity.

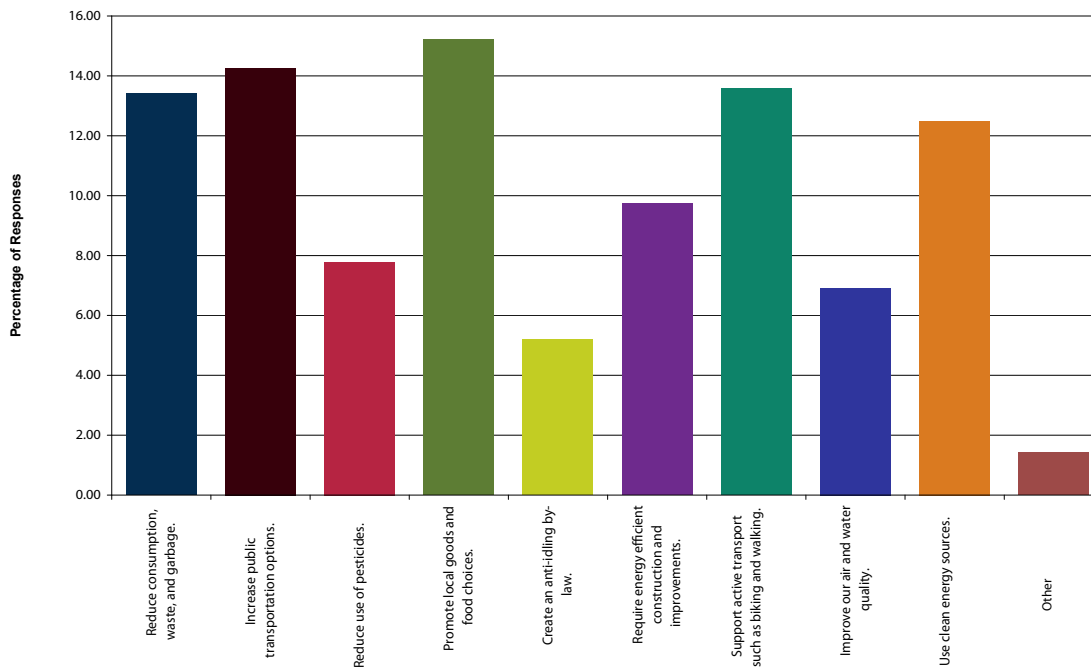
Question 5

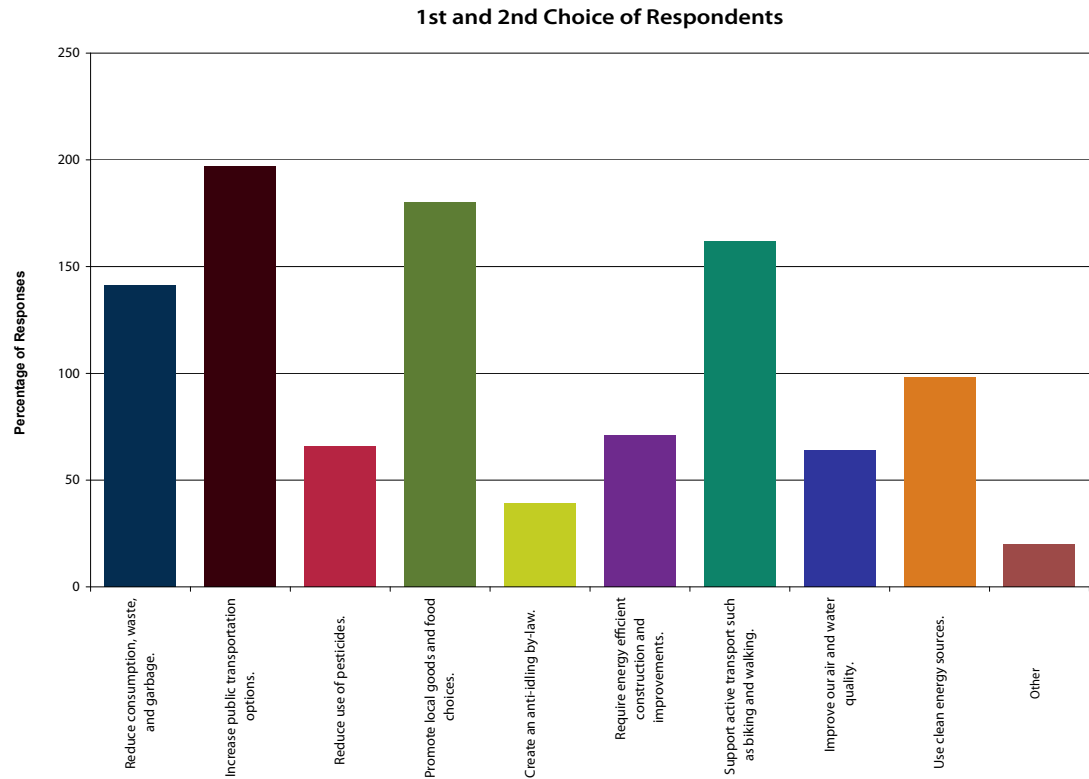
Please choose the five best ways to make Truro a better place environmentally

Responses as Ranked by Preference



Responses (Percentage of Total)





2.2.11 Question 5

Question 5 asked respondents to choose the five best ways to make Truro a better place environmentally. This question was placed deep in the survey in order to convey the importance of the often over-looked non-environmental aspects of community sustainability. Active response terms such as “reduce”, “increase”, “create”, and “promote” were used to convey a sense of potential actions available to the community.

Question 5 drew the fewest ‘Other’ responses of all the questions. ‘Other’ responses that were submitted included: “incentives for sustainable practices”, “clean-up the Salmon River”, “move the John Ross & Sons scrap yard”, “more tree planting”, “control wildlife”, and “more public garbage and recycle bins”.

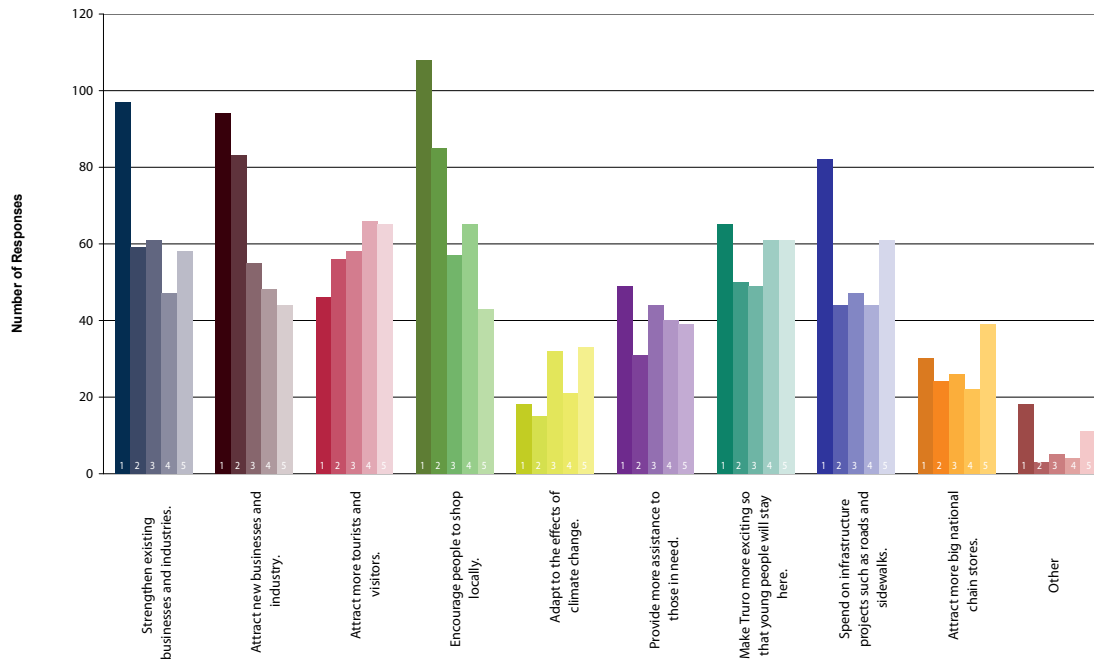
Once again, a public transit system was seen as the most important vehicle to achieving a more sustainable environment and community. This was followed very closely by “Buy Local and Reduce Consumption”. Significantly, “clean energy sources” and “energy efficiency” did not rank highly as individual categories. However, in combination they show significant support for energy-related initiatives.

“Improve Our Air and Water Quality” ranked low relative to other options. This is likely because the other choices are more specific actions that would achieve this goal.

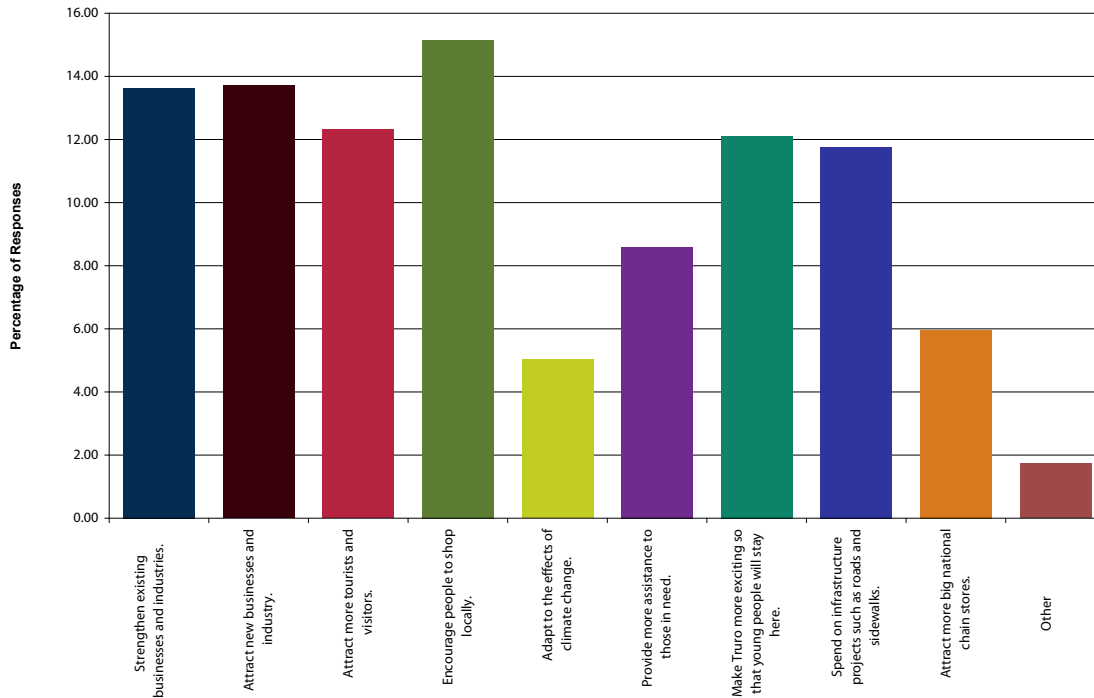
Question 6

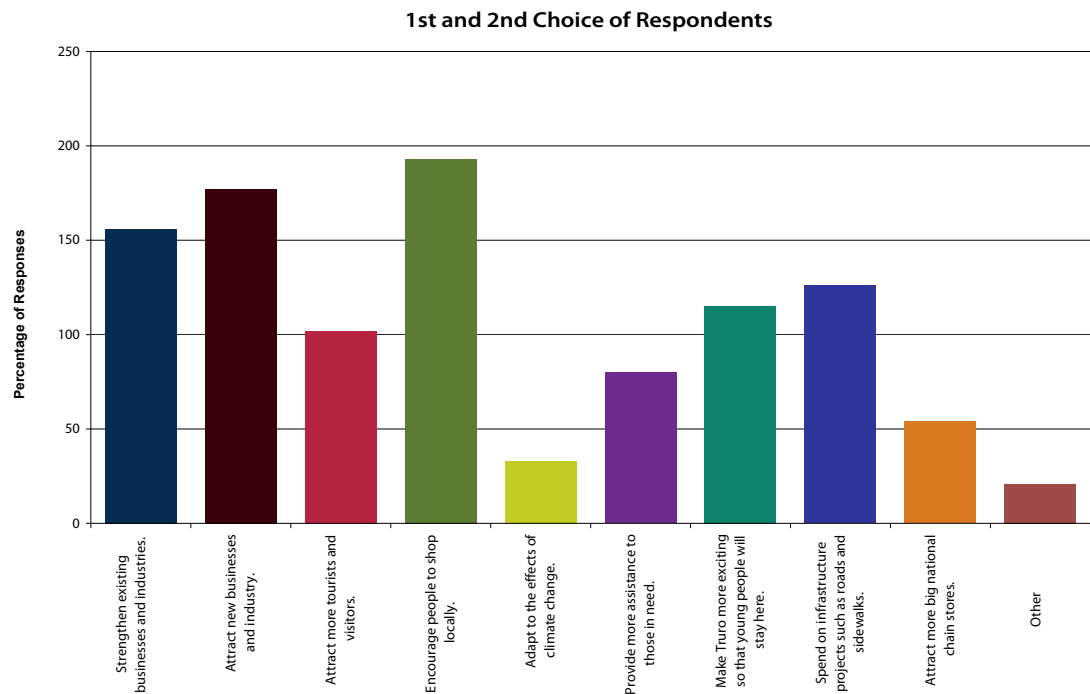
Please choose the five best ways to make Truro's economy thriving and sustainable

Responses as Ranked by Preference



Responses (Percentage of Total)





2.2.12 Question 6

Question 6 asks participants to chose the five best ways to make Truro’s economy thriving and sustainable. The wording of Question 6 asks survey participants to consider economic well-being in terms of both a thriving and sustainable economy. Once again, constructive and active rather than prohibitive and passive terminology shapes the question and response options.

In addition to the ranking of suggested actions, the category of ‘Other’ drew calls for tax reduction and reform, particularly in the form of incentives for business sustainability. “Rental of civic buildings” and “Farmers’ Market expansion” were also themes of written submissions in response to Question 6.

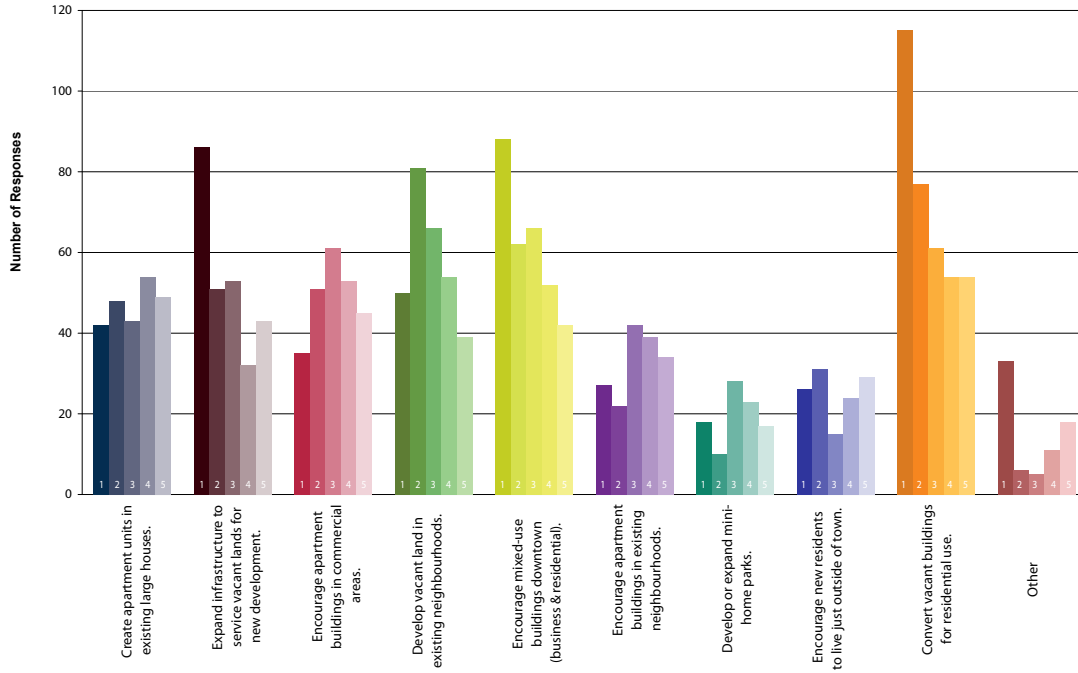
Not surprisingly, the greatest number of respondents selected local shopping as a route to a thriving and sustainable economy. Results from Question 5 on environmental sustainability also showed a belief in the necessity of this strategy. Just slightly behind in total responses, participants were divided approximately equally between prioritizing the attraction of new businesses to the Town versus strengthening existing ones. Quite possibly, many would view the two choices as simultaneously compatible.

Attracting and retaining people for the sake of the economy also appealed to a high proportion of those surveyed as their middle-ranked choices. While investment in infrastructure was frequently cited in the more general Question 2 (“What would make Truro a better town?”), as a means to promoting a thriving and sustainable economy is received only modest support. A lack of support for the Adapt to Climate Change option may reveal that such strategies are viewed as merely reactive protection, rather than proactively helpful for the economy.

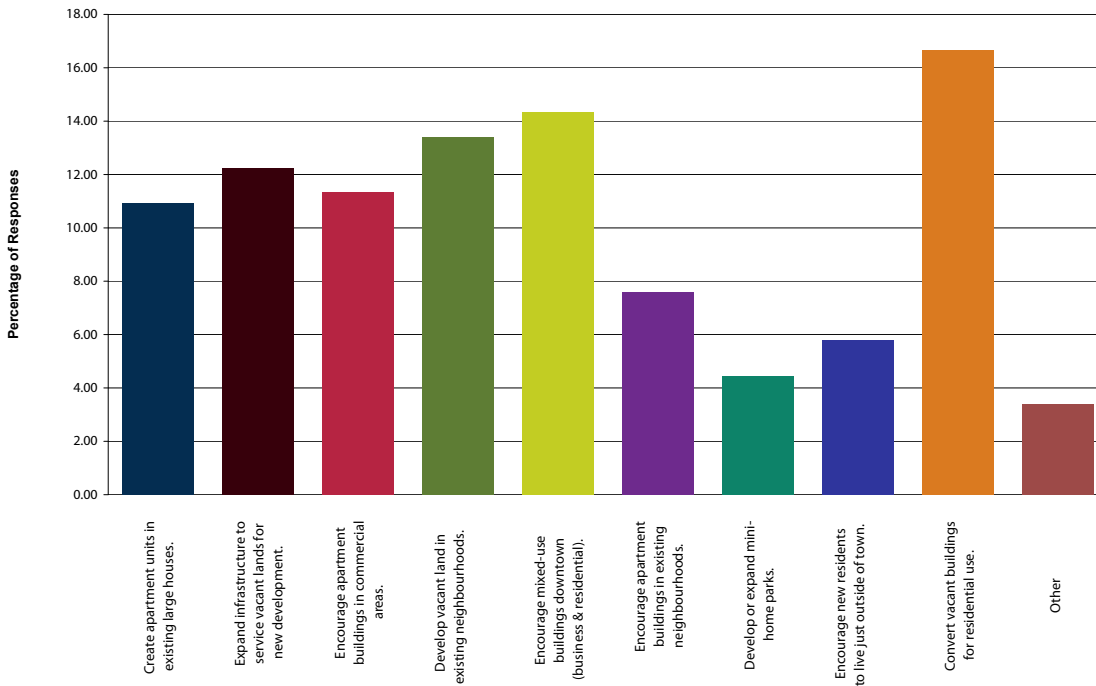
Question 7

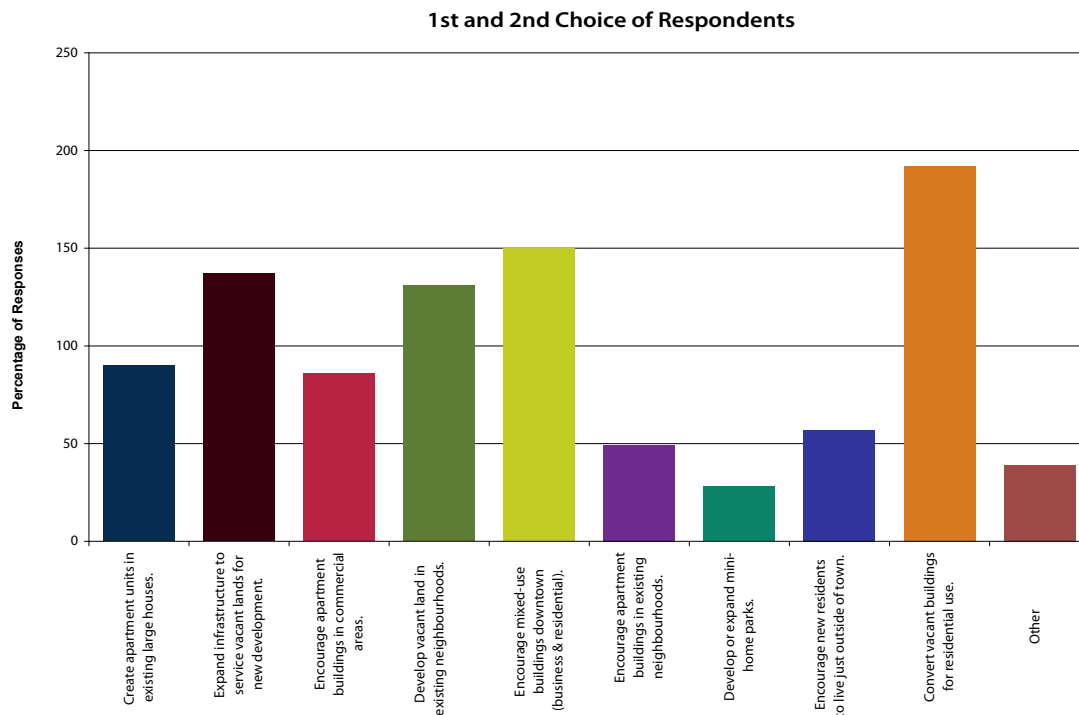
Please choose the five best ways for Truro to plan for an increase in population

Responses as Ranked by Preference



Responses (Percentage of Total)





Question 7

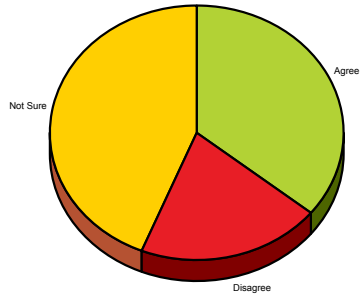
Question 7 asked respondents to identify planning strategies for accommodating population growth. It is notable that a relatively high proportion of responders used the ‘Other’ option to express their dismay with the idea of pursuing a population increase. Evidently some participants thought that this Question was asking for ideas on how to increase population rather than for ideas on how to accommodate and plan for population growth.

Sentiment against growth as a goal are corroborated in the large number of participants citing Truro’s size and small-town character as our best features (Question 1). A lack of concern with prioritized growth of the tax-base may also be seen in relation to Question 4. There were also ‘Other’ responses to Question 7 that addressed the unintended premise of pro-growth policy with positive suggestions for achieving it. These included: “motivate youth to stay here”; “attract more immigrants”; listen to citizens more”; “provide more decent jobs”. ‘Other’ submissions that worked from the intended interpretation of preparation for an increase population rather than a policy of pursuing it included the following suggestions: “build more condos downtown”; provide more subsidized housing, especially for seniors”; build large apartment buildings”; “build housing that suits particular demographic groups”; “amalgamate with surrounding communities”; “build eco-developments”.

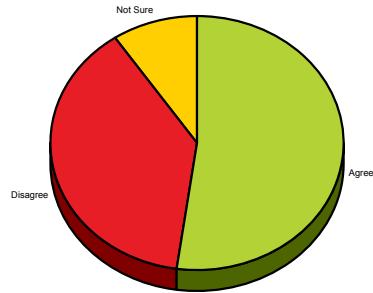
The idea of converting vacant buildings for residential use as a measure to prepare for growth received the most support of the options presented by a considerable margin. The first five options presented to question respondents received roughly equal support, with the encouragement of mixed-use buildings in the downtown area garnering the most

Question 8

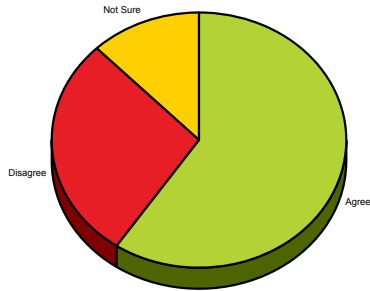
Truro offers its senior citizens a good range of social and recreational opportunities.



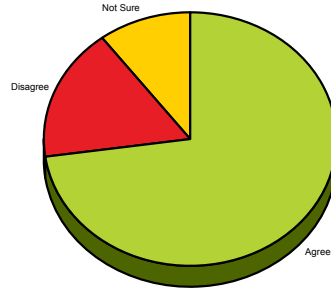
Truro offers a good variety of culture and entertainment.



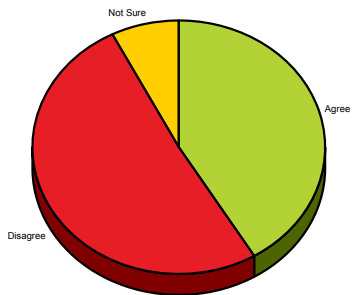
Truro needs more parks and green space.



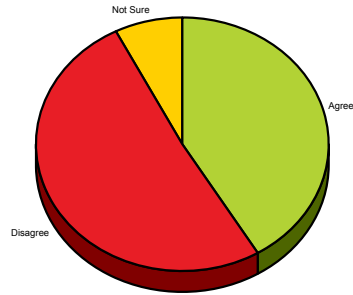
Truro offers good opportunities for continuing education



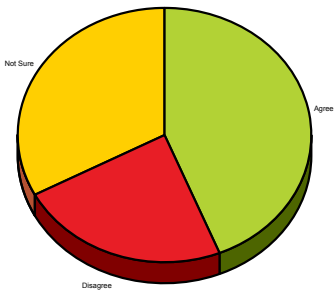
Truro offers good opportunities for sports and recreation.



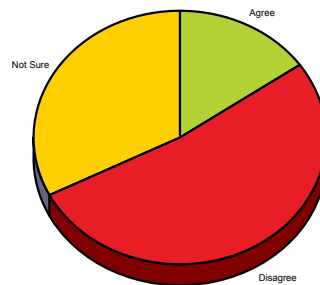
Downtown Truro is convenient for traffic flow



If I want to, I can have a say in how my town is developed and run.



The people of Truro are generally healthy and fit.



agreement. The option of developing un-serviced areas for new development enjoyed significant levels of support. This is the most environmentally and financially expensive route for accommodating growth and contrasts with the embracing of “Protect nature and the environment” and “Keep the downtown vital” as the two most important guiding principles for development in Question 4.

2.2.13 Question 8

Question 8 shifts to an opinion-style survey format designed to canvass the citizenry on a series of topics that relate to the sustainability and planning priorities of Truro. The information obtained from this question is open to speculative interpretation as to whether a response reveals a programming lack, for instance, or inadequate communications. The propositions are formulated in the positive and ask the respondent to indicate agreement, disagreement, or uncertainty.

The greatest level of positive consensus was around agreement that Truro offers good opportunities for continuing education. Most also agreed that a good variety of culture and entertainment exists in Truro. The need for additional parks and green space was agreed to by a majority of respondents.

The convenience of downtown traffic flow concerned a majority of participants. Given the contentious nature of matters relating to roads, the portion of positive opinion might be considered surprising. Sports and recreation opportunities were assessed to be lacking by a majority of participants. Correspondingly perhaps, most people deemed Truro citizens to be generally unhealthy and unfit, although a fair number of participants were not sure about the matter.

The largest indication of uncertainty is revealed in the tabulation of responses on the topic of opportunities for senior citizens. Since the questionnaire did not request demographic information about respondents, it is not possible to link the large volume of ‘Not Sure’ responses to the age of respondents. The uncertainty around the topic of opportunities for seniors suggests the need to investigate the availability of services and the level of communication to support current initiatives.

Finally, the perception of possible participation in the development and governance of the Town received mixed response. More people agreed that they could contribute to the Town’s direction than those who felt they could not. However, more citizens expressed uncertainty about the existence of opportunities than is desirable for a sustainable community.

2.2.14 Question 9

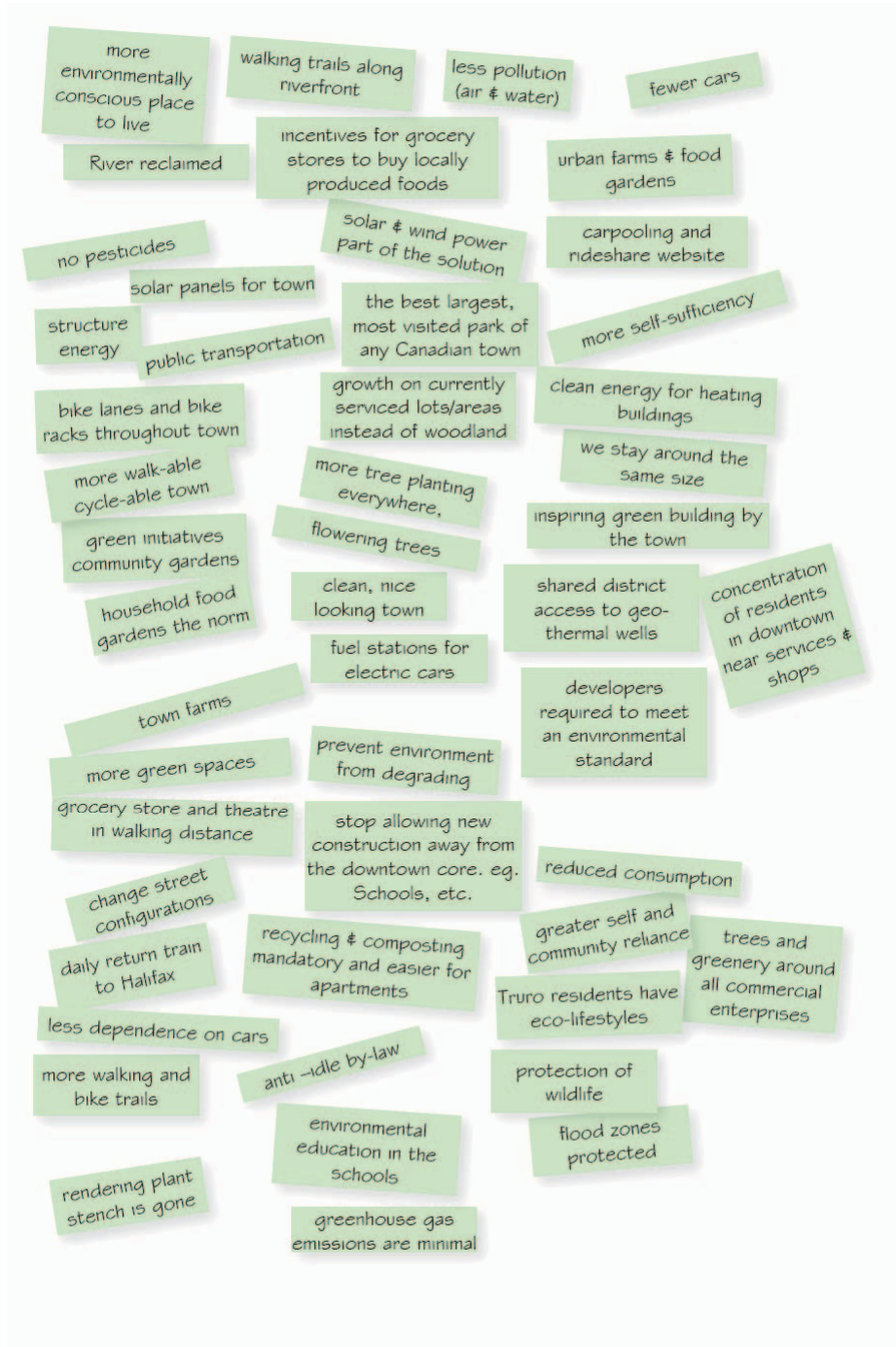
Question 9 asked respondents to describe their vision of a sustainable Truro 20 years into the future, how would be different from now, and how can we get there? This question is an envisioning exercise. By imagining what we would like to be in the future, we can ‘back-cast’ to the present. Back-casting is a planning tool that begins with the destination and asks ‘how did we get here?’.

Although Question 9 did not request ideas to be framed by our categories of sustainability, the responses invariably fit into economy, community, and/or environment. The many responses to Question 9 are presented on the following pages in a non-weighted point-form graphic that visualizes the flip chart tone of a public meeting.

Visions of a Sustainable Truro: Community



Visions of a Sustainable Truro: Environment

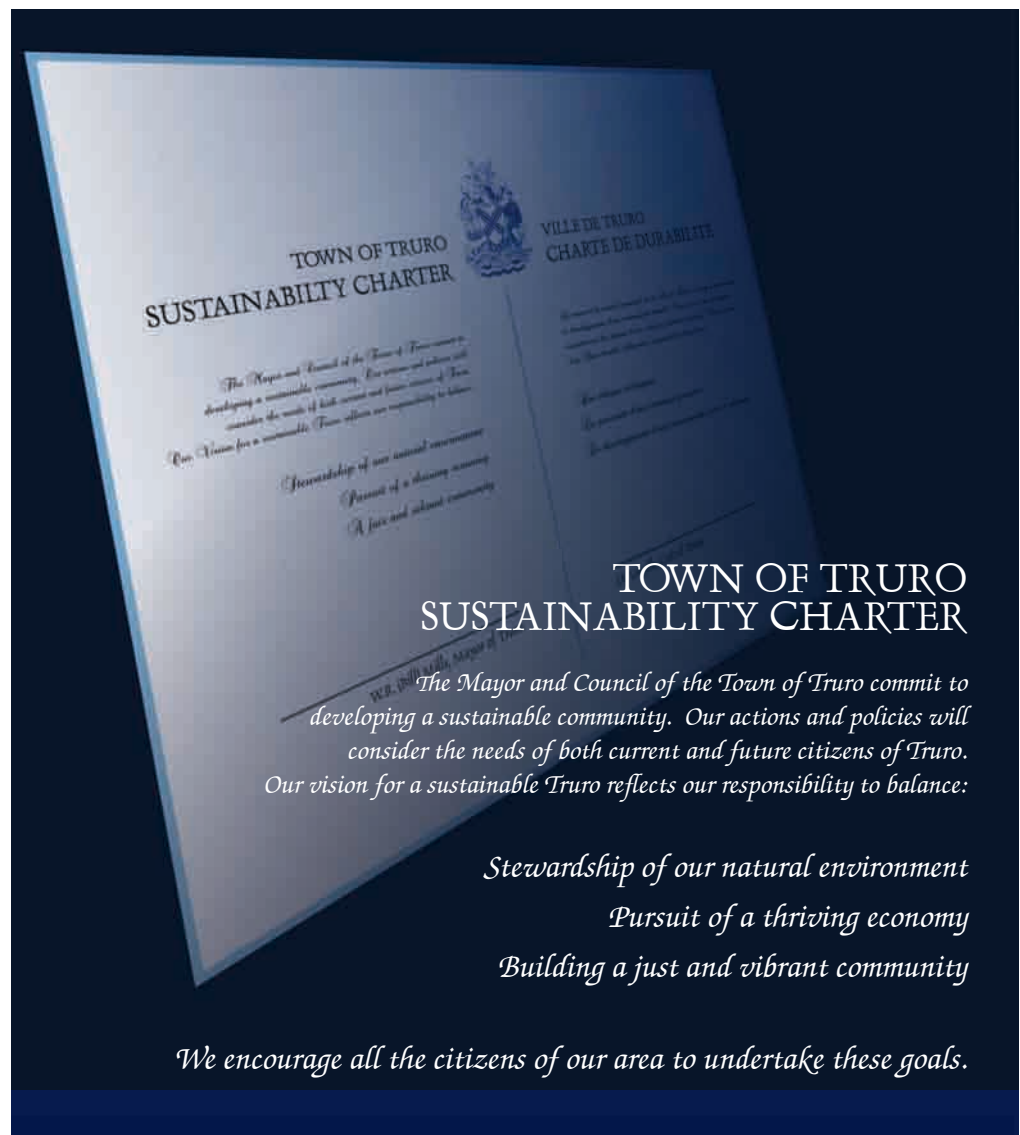


2.3 Town of Truro Sustainability Charter

On October 5, 2009 the Mayor and Council of the Town of Truro took the bold step of adopting and committing to a Sustainability Charter stating their vision of a sustainable town in the following resolution:

On motion of Councillor D. Bennett-Cook and Deputy Mayor G. MacArthur, the Town of Truro commits to pursuing goals of environmental, economic and sustainability and adopts the proposed Sustainability Charter that will serve as the cornerstone of the Town’s new Community Plan. Motion carried.

The Town of Truro Sustainability Charter embodies the both the vision of Council and the will of citizens as conveyed in the Truro, Have Your Say public engagement project. Accordingly, it also serves as the vision statement and framework for our Integrated Community Sustainability Plan.



2.4 Truro’s Sustainability: Vision Statement

Knowing where we want to end-up sure helps in charting directions toward getting there. Long-range planning is sometimes an abstract exercise for municipal governments faced with day-to-day operations and variables beyond their control. Nonetheless, having an articulated vision of a sustainable town can aid on-going decision-making and rally the community in a positive direction.

Most people would agree that pursuing a high quality of life is a worthy direction. Just what that entails and how to bring it about are more difficult items for consensus. Similarly, asking a group to imagine an ideal community and a path to obtaining it will produce a range of opinions. In fact, the more creative and diverse the citizenry, likely the more divergent the vision of what a sustainable community could be and how to work toward it.

Question # 9 of the *Truro, Have Your Say* questionnaire asked citizens: *What is your vision of a sustainable Truro 20 years into the future? What would be different from now? How can we get there?* This question uses back-casting to help us set our course. Back-casting is a visioning exercise that gets us to think about where we want to be and when we want to be there, in order to better understand the steps necessary to get there.

This question in our public engagement process elicited a more diverse range of responses than any other (see Page B-39). The hundreds of ideas describing characteristics of an ideal community and specific measures needed to achieve it lent themselves to being categorized along the lines of our three pillars of sustainability: community, economy, environment.

From these very specific ideas we have distilled the following **statement of vision** for a sustainable Truro:

*Truro is a just and vibrant community
with a thriving economy
and sustainable environment.*

2.5 Truro’s Sustainability: Priorities & Goals

The Town of Truro Sustainability Charter conveys the Mayor and Council of the Town of Truro’s commitment to developing a sustainable community. The Council’s actions and policies will consider the needs of both current and future generations. Their vision for Truro reflects their responsibility to balance environmental, economic, and community sustainability as directed by the citizenry in the Truro, Have Your Say consultations.

In its quest to make Truro a “just and vibrant community with a thriving economy and sustainable environment” the Town will prioritize, and encourage all citizens to pursue the long-range goals outlined below.

2.5.1 Stewardship of Our Natural Environment

Stewardship implies taking care of something valuable. We are reminded daily of our role as consumers navigating the world of prices in relation to goods and services. It is easy to lose sight of what is really most valued by us in life: things that are priceless. Unfortunately, our market pricing system seldom accounts for the value of our environment and the

cost of its degradation. By contrast, environmental stewardship recognizes the cost of environmental neglect in terms of loss of resources, costs of clean-up, and disruption of eco-systems. It also accounts for the value of the natural world both inherently and for its enhancement of quality of life.

Goal 1: Stewardship of Air

It shall be a goal of Council to strive for the following:

- a) Reduction of air pollutants and particle emissions
- b) Reduction of greenhouse gas emissions from municipal, industrial, and citizen sources
- c) Tree and forest retention, new plantings
- d) Toxicity and Odour/Scent pollution controls
- e) Light and noise pollution controls
- f) Eco-transportation strategies including active transportation and public transit
- g) Prioritized selection of locally produced goods (reduction of transport requirements)

Goal 2: Stewardship of Water

It shall be a goal of Council to strive for the following:

- a) Water and water-table conservation
- b) Effective sanitary sewer system
- c) Storm water management
- d) Waterways protection
- e) Safe drinking supply

Goal 3: Stewardship of Land

It shall be a goal of Council to strive for the following:

- a) Floodplain protection
- b) Climate change adaptation
- c) Brownfield recovery
- d) Toxic waste management
- e) Protection of flora and fauna through habitat conservation, protection, and development
- f) Waste reduction and diversion
- g) Resource and healthy soil conservation
- h) Green-space and forest preservation and development
- i) Use/re-use of vacant municipally serviced lots
- j) Context sensitive intensification
- k) Sustainable landscaping, gardening, and agriculture

Goal 4: Stewardship of Energy

It shall be a goal of Council to strive for the following:

- a) Reduction of fossil fuels consumption
- b) Clean energy (thermal and electric) production and use
- c) Collective energy sources (eg. district heating)
- d) Transition to green infrastructure
- e) Eco-efficiency retrofits and protocols for new construction

2.5.2 Pursuit of a Thriving Economy

We hear about the state of ‘the economy’ in headlines and speeches each day. Most likely, what is being referred to is the system of production and consumption that is measured by money. A larger understanding of economy includes not only spending and earning, but also security, betterment, creativity, and capacity.

A thriving economy is one characterized by resilience, by opportunity for sustainable livelihoods, and considerations beyond profit only.

Goal 5: An Economy that is Localized

It shall be a goal of Council to strive for the following:

- a) Prioritized support for locally produced goods, locally owned businesses, and locally operated businesses to maximize community retention of economic benefits (government, business, and consumers choosing local goods and services)
- b) A variety of and support for local venues, events, and artists
- c) Local education, training, and apprenticeship opportunities
- d) Viable employment opportunities
- e) Entrepreneurial support
- f) Manufacturing capacity
- g) Services self-sufficiency
- h) Food security, food production capacity

Goal 6: An Economy that is Diversified

It shall be a goal of Council to strive for the following:

- a) Private and public sector employment
- b) Range of business models and sizes from micro (home-based) to large industry
- c) Range of economic activity including service, professional, institutional manufacturing, tourism-related, resource-based, retail, and hi-technology
- d) Opportunities for early, middle, and late career employment

Goal 7: An Economy that is Enabled

It shall be a goal of Council to strive for the following:

- a) Skilled and versatile workforce
- b) Creative entrepreneurs
- c) Infrastructure and inter-modal transportation excellence
- d) Ingenuity and determination
- e) Long-term vision and leadership.

Goal 8: An Economy that is Green

It shall be a goal of Council to strive for the following:

- a) Business and industry operating sustainably
- b) Innovative pursuit of opportunities relating to the green economy,
- c) Access to clean energy
- d) Sustainable procurement protocols in public and private sector

Goal 9: An Economy that is Financed

It shall be a goal of Council to strive for the following:

- a) Attractive for investment and business start-up
- b) Access to capital for businesses
- c) Adequate wages, incomes, benefits for employees
- d) Adequate incomes and supports for the un-waged

Goal 10: An Economy that is Generous

It shall be a goal of Council to strive for the following:

- a) Socially-responsible and community-minded businesses, organizations, and citizenry
- b) Culture of caring, sharing, and cooperation

2.5.3 Building a Just and Vibrant Community

A community is a place where people live with some degree of togetherness. Beyond just common proximity, this can range from a mere sharing of infrastructure to collective identity. Few would argue against the worth of a strong sense of community. The deeper and more widespread such a sense of belonging is within a community, the more likely that that community will be able to navigate hardship and nurture vibrant town life.

A sustainable community requires just (fair) access to the social benefits of good governance for all. That is a starting point for a rich quality of life available through amenities, activities, and experiences offered within a town.

Goal 11: A Community that is Connected

It shall be a goal of Council to strive for the following:

- a) Citizens with a sense of belonging
- b) Inclusive, diverse neighbourhoods and activities
- c) Engaged and informed citizens participating in civic decision-making
- d) On-going citizen and leadership communication,
- e) Friendliness, respectfulness
- f) Togetherness in public spaces and at public events
- g) Positive communication and cooperation with neighbouring communities and governments

Goal 12: A Community that is Accessible

It shall be a goal of Council to strive for the following:

- a) Affordable living
- b) An array of public facilities and amenities
- c) Without systemic discrimination, having avenues for advocacy and equality of opportunity through affirmative action
- d) Public transportation
- e) Active transportation routes

Goal 13: A Community that is Diverse

It shall be a goal of Council to strive for the following:

- a) Increased cultural diversity and awareness of cultural diversity
- b) Age diversity through youth retention and engagement of seniors
- c) Positive inter-cultural interactions
- d) Positive inter-generational interactions

Goal 14: A Community that is Rooted

It shall be a goal of Council to strive for the following:

- a) Heritage knowledge, celebration, and protection
- b) Downtown and civic square vitality
- c) Thriving community organizations, institutions, and festivals
- d) Neighbourhood cohesion
- e) Distinctive identity and civic pride

3 • Implementing Sustainability

3.1 Approach

Deciding as a community that we want to become more sustainable is the starting point for reaching that goal. Taking stock of where we are now and imagining what we could be are two more necessary stages along the way. So, we plan to take the trip, we know where we are now and where we want to go. Now we need to choose a route and a vehicle-- then hit the road.

The diagram below, presented earlier in the Introduction, outlines six stages necessary for the achievement of sustainability: Decide, Assess, Envision, Plan, Act, Evaluate.



The Town of Truro, including both its citizens and political leaders, has clearly taken the first step, deciding that we do want to become more sustainable. This was conveyed by the representative voices of the Truro, Have Your Say participants, as well as by the Mayor and Council's declaration of a Town of Truro Sustainability Charter.

The Fire Hall Sessions and THYS Questionnaire responses also provided community input into the next three stages. Discussions and submissions assessed our current state of sustainability, imagined a more sustainable town, and suggested ways to move toward our goal.

Of course, the route to sustainability isn't one straight road or flight path and there are plenty of vehicles to choose from (hopefully all sustainably fuelled!). What is needed is a plan that is itself sustainable by being diversified and innovative, resourced and determined, measurable and worthwhile.

To implement sustainability in our community our plan needs to recognize initiatives currently underway that are taking us in a sustainable direction, identify opportunities for new or renewed action, and identify strategies and tools to move us along. Once our Community Plan is agreed to, the following are vital elements for full implementation: resolve, on-going evaluation, and the recognition of achievement.

3.2 Current Initiatives

Over recent decades, the Town of Truro has made some good decisions that have enhanced our current sustainability relative to other municipalities in the Province. These include investments in infrastructure, road salt management measures, stewardship of Victoria Park, and protection of heritage buildings. Of course, hindsight shows us a few less than sustainable decisions as well.

As we strive toward sustainability, balancing -- stewardship of the environment, pursuit of a thriving economy, building a just and vibrant community – innovative projects will emerge from leaders in business, government, and community organizations. Meanwhile, it is crucial that we recognize and continue to support current initiatives contributing to our town’s sustainability.

Listed below are some representative samples of current programs and policies that align with the sustainability priorities and goals articulated in this document.

3.2.1 Stewardship of Our Natural Environment

a) Urban Forestry

The value of trees within a community is hard to overstate. Despite the onslaught of Dutch Elm Disease and Hurricane Juan, the Town of Truro enjoys many tree-lined streets and several urban forests, including the Lepper Brook watershed area and within the boundaries of Victoria Park. Victoria Park contains one of the few predominantly old-growth forests in Nova Scotia.

Truro is one of a very few Nova Scotia municipalities that employs a full time “Tree Technician” to facilitate and supervise trees and forests. Together with the Truro Tree Committee, the Tree Technician ensures the health and safety of town-owned trees, advises citizens on these same matters, and encourages tree-planting throughout Truro. Of course, a treed Truro is not only more environmentally sustainable, but also a more beautiful place to live.

Truro has been selected to host the Ninth Canadian Urban Forestry Conference in October 2010.

b) Energy Conservation

The Town of Truro is on the road to more sustainable consumption levels of fossil fuel generated energy. While wind energy and co-generation facilities have been and are being investigated, the most important measures available are in the realm of conservation through decreased demand.

The Town of Truro has publicly pledged, as part of the community-lead Cool Truro campaign, to achieve a 20% reduction in the Civic Building over the next year and a half. The Town has also collaborated with the local Living Earth Council in their effort to have residents take a 10% power-use reduction pledge by providing in-kind assistance for the Project Co-ordinator.

To realize similar targets across civic assets and operations, efficiency opportunities are being identified in energy audits currently being conducted on Town-operated properties. These technical audits are accompanied by the development of an energy-use inventory within the Public Works Department.

There were two levels of audits conducted as part of the Town of Truro Energy Audit scope of work. The Level One Audit included an assessment of lighting, heating, ventilation and air conditioning systems, building envelope (including overhead doors), energy management control systems, domestic hot water heating, process energy Use (i.e. motors, compressors, etc.) for the following buildings and facilities:

1. New Fire Station
2. Civic Office
3. Police Station
4. TAAC Building (house-like building by recreation facility)
5. Treatment Plant & Pump House
6. Legion Stadium (subject of a separate in-depth energy audit)

The Level Two Audit included a 'Walk-through' to identify efficiency opportunities for the following buildings and facilities:

1. Willow St. warehouse (cold storage)
2. Old fire hall (unoccupied)
3. Normal College (unoccupied)
4. Welcome Centre (seasonal)
5. Lift stations (one as representative)
6. Pump stations (one as representative)
7. New Public Works building
8. Douglas Street school (unoccupied)

The Energy Audit also included an opinion on potential clean energy heating systems that could extend the season of the outdoor pool at Victoria Park.

The final report, expected in spring 2010, will include the following components:

1. Complete inventory of the Town's facilities, their energy consumption and greenhouse gas emissions
2. Detailed listing of all energy saving opportunities, capital costs, annual savings, payback periods
3. Equipment specifications, lighting spreadsheets; engineering calculations will be included in appendices.
4. Action plan to reduce energy consumption and greenhouse gas emissions
5. Measurement and verification plan.
6. Five year implementation plan
7. Summary of possible funding sources for implementation of five year plan.

An interim Energy Committee has overseen the Energy Audit project. This Committee has also assisted with the implementation of efficiency measures being incorporated into the renovation and upgrading of Colchester Legion Stadium.

Other sustainable energy-use measures undertaken by the Town of Truro include geothermal heating at the new fire hall, and the installation of energy-efficient traffic and street light units.

c) Flood Plain Issues

The Joint Planning Advisory Committee (JPAC) for Flood Risk Areas is a committee with the purpose of advising both the Town of Truro Council and the Municipality of the County of Colchester Council on flood related issues. The JPAC was originally organized to develop planning documents for the North and Salmon Rivers Floodplain. This floodplain is protected by a Statement of Provincial Interest Regarding Flood Risk Areas and falls within the two municipalities.

In the mid 1990's Town and County Planning staff were brought together to put forward a comprehensive to the protection of the floodplain. It was the mandate of the Committee to establish a planning document that enlists development standards for the protection of the Floodplain, rather than land use criteria. The result was a "managed solution" involving a process of "cut and fill" based on development applications as they occur. It was envisioned that this could have numerous advantages that included:

1. Allowing the flood prone areas to continue to flood naturally without significant damage to property;
2. Allowing existing developed areas to change and continue to develop without affecting the capacity of the floodplain to flood;
3. Prevent random infilling of the floodplain which decreases the storage capacity of flood waters, this will also reduce the likelihood of future flood damage;
4. Be non capital or maintenance intensive to governing bodies; and
5. Would not interfere with upstream management of the chronic conditions of storm water runoff.

These benefits are premised on two key factors: first that the flood plain outside of developed areas is relatively pristine and needs to be protected; and second that the flood way or naturally occurring drainage patterns need to be maintained and in some cases restored.

To test the "cut and fill" concept, the Town of Truro, Municipality of Colchester and Province of Nova Scotia cost shared the Truro Flood Plain Study - 1997. The report was completed by Environmental Design & Management (EDM) in 1998 who enlisted a variety of sub-consultants with specialties in hydro-technical engineering, remote sensing, applied GIS, and land use planning. The report scientifically concluded that the cut and fill concept was a valid approach to flood plain management, had identified a series of flow way improvements and recommended a process through which the "cut and fill" process could be implemented.

The floodplain strategies of the Town, while not controlling all flooding, have contributed to the protection floodplain areas and have prevented potentially detrimental development.

d) Cosmetic Pesticide Reduction By-law

In 2008, after soliciting and listening to input from concerned citizens, the Town adopted a by-law to discourage the use of cosmetic pesticides in Truro through a permitting process. The by-law covers residential and municipal properties (not commercial or institutional properties).

Although some citizens called for an outright ban on lawn-care pesticides, under the Municipal Government Act, Halifax Regional Municipality is the only municipality with the authority to pass a by-law banning pesticides (as well as herbicides and insecticides). The Government of Nova Scotia has released a discussion paper entitled “Limiting Our Risk” which proposes a province-wide ban on “non-essential lawn-care products”. The proposed Provincial legislation would supercede the Truro by-law process of application by permit.

3.2.2 Pursuit of a Thriving Economy

a) Downtown Vitality

Truro’s economy—it’s businesses and consumers, employers and workers, resources and assets, skills and capital, relationships and determination—exists to improve the quality of life for all in our town.

As a regional hub for so many institutions, services, and shopping Truro’s economy is intricately linked to the greater Truro area. In recognition of this, the Town of Truro’s principal focus for economic development planning is its partnership with the Colchester Regional Development Agency (CoRDA).

CoRDA’s stated mission, to drive sustainable economic growth creating healthy communities, prosperous business and opportunity for our citizens, is certainly compatible with Truro’s vision of sustainability. CoRDA, with its regional focus and networking approach, no doubt serves to bolster Truro’s economic development. However, Council has also recognized the need to pay particular attention to Truro’s downtown vitality as both an indicator of and a means to a thriving economy and community for both Truro and our region.

The Downtown Truro Master Plan provides a vision and strategy for revitalizing our vital downtown. This initiative has been guided to date by a collaboration of the Town Planning and Development Services Department and the Truro Downtown Partnership, with extensive citizen and consultant input.

The phased re-development is complemented by both the on-going work of the Downtown Truro Partnership and proposed changes to the Town’s Municipal Planning Strategy.

Responses to the Truro, Have Your Say public planning project indicate strong support for developing and maintaining a lively and flourishing downtown in Truro. At the same time, fewer but still a significant number of citizens equated quality of life with national-brand enterprises locating in Truro. For various reasons, most chain stores locate in malls or vacant land away from downtown cores across the country. This can introduce a ‘donut-effect’ in a town. The Downtown Truro Master Plan, through beautification, branding, and infrastructure seeks to keep Truro’s downtown vibrant and relevant.

b) Truro Farmers' Market

It is hard to beat the Truro Farmers' Market if you want to 'buy local'. Each week from May through October dozens of area entrepreneurs create a vibrant community event while offering healthy food and unique artisan items. The Town of Truro has recognized the importance of the Market to the life of the community and downtown business area by providing venue support for more than twenty years.

Over the past three years, likely due to both increased consumer demand for local food and a more dynamic Truro Farmers' Market, attendance has more than doubled. A flourishing Market not only contributes to the small businesses that make up the Market Co-operative, it brings people to the downtown shopping district each week. It has also become a venue for local music and community organization fund and awareness raising efforts. The Truro Farmers' Market uses the slogan, Say Good Morning to Your Community.

The Town of Truro is currently working with the Truro Farmers' Market to determine the feasibility of using the old fire hall as a building and site to house an expanded Market and other community uses. While other avenues for development are being considered, including an enhanced version of the current location, the old fire hall presents several opportunities that would contribute to each category of our sustainability vision. The development would significantly contribute to a revitalized civic square, continue to contribute to the downtown economy, and provide sustainable local produce for a longer period of the year. The proposed plan (which is in its early stages) retains both green space and the existing building for re-purposing.

3.2.3 Building a Just and Vibrant Community

a) Fair and Accountable Governance

Building a just community involves many factors beyond the reach of municipal government, but a Town can contribute to fair enjoyment of citizenship for all by putting into place measures to promote equality of opportunity, protection of rights, and participatory governance.

Affirmative Action Committee

One such step in this direction is the Town of Truro's establishing of an Affirmative Action Committee and the designation of a Diversity Management Coordinator. The Committee has representation from the African Nova Scotian community, First Nations/Aboriginal community, youth, visible minorities, persons with disabilities, women, Town Council, and Town staff (both union and non-union members). The Town also has an Affirmative Action Agreement with the goal of increased representation of Designated Groups within the Town's workforce.

By-law Enforcement

Since the appointment of a full-time By-Law Officer in 2007 enforcement of Town By-laws has been more uniform. The decision by Council to develop this position has not only added another level of safety and security of individuals in Truro, it has contributed to the improvement of the appearance of the Town through enforcement of the Minimum Building & Housing Maintenance Standards By-law.

Streets and Sidewalks Protocol

Another example of sustainable practice in the administration of good governance can be seen in the Streets and Sidewalks Conditions Rating system which Council has commissioned the Public Works Department to follow to ensure fair allocation of infrastructure improvements. This protocol has been used over the past three years to prioritize street and sidewalk maintenance expenditures according to condition and intensity of use. The system allows for safety and construction efficiency exceptions and for neighbourhood petitioning under the Local Improvements By-law.

Citizen Participation

By way of a final example of an existing policy that promotes a just community, crucial to social and cultural sustainability, the Town has a series of committees designed for direct citizen participation. These committees suggest and approve policies and oversee programs. They include, among others, advisory committees on Heritage, Planning, Trees, Tourism, Parks/Recreation/Culture, and Communities in Bloom. Committees of Council meetings are open to citizens. Occasional public information meetings, Public Hearings, and regular Town Council meetings that are both open to the public and broadcast over local cable television are further means to provide opportunity for citizen input and accountable governance.

b) Heritage Conservation and Celebration

There are many cultural, historical, and geographic elements that contribute to a sense of place defining Truro today. Not the least among these is our built heritage as preserved through the foresight of residents and Council. Truro has a rich variety of historic public buildings, churches, and private homes, especially in Victorian styles of architecture, which shape the character of our streetscapes.

Council has developed a number of tools to facilitate the conservation of Truro's architectural heritage. However, keen and knowledgeable citizens have been and continue to be at the heart of heritage awareness and preservation. Some of these community-minded individuals have volunteered on the Heritage Advisory Committee. In accordance with

the Provincial Heritage Property Act, the Committee identifies and assists to designate, preserve and protect buildings and areas of historic, architectural or cultural value. Its basic function is to provide Town Council with advice and recommendations on all matters concerning the preservation of built heritage within the town.

Heritage conservation has also been realized by the designation of a Heritage Officer within the Town Planning and Development Services Department and the adoption of the Heritage Conservation District Plan and By-Law For the Town of Truro in April 2000. The Heritage By-law (for short) recognizes the importance of protecting not just individual buildings, but as much as possible of surrounding streetscapes through standards for protection and new development compatibility.



From a sustainability perspective, heritage protection fits our vision ‘to a T’ (remember our conceptual diagram). Economically, towns with significant heritage districts are desirable places to locate. Environmentally, with efficiency upgrades an existing building is almost always ‘greener’ than new construction. Community is rooted in shared identity. The combination of valued heritage and welcomed diversity results in sustainable community.

c) Active, Together

Responses to the Truro, Have Your Say questionnaire expressed a strong connection between quality of life and both the places and events that bring people together. To ‘make Truro a better town’ participants called for more community gatherings, parks, and activities. Given the range of well-utilized activities and facilities on offer in Truro through private, institutional, and Town programming it is likely that many calling for more did so based on their enjoyment of what is now available.

The Town of Truro Department of Parks and Recreation and Culture, together with the Recreation Committee, oversees the stewardship and development of Victoria Park, public sports facilities, recreational programming, and special events around Town. It partners with such organizations as the Downtown Truro Partnership and sports associations to present opportunities for healthy activities and community spirit throughout the calendar year.

From Canada Day celebrations to the Holiday Tree Lighting to special events such as the Olympic Torch Relay, Truro turns out in large numbers and fine form for public gatherings. Sports leagues are thriving, parks and trails are cherished, and cultural events are growing. The recent development of skateboard and off-leash dog parks has further enhanced Truro’s recreational opportunities.

A mosaic of schools, churches, service and activity clubs, the Public Library, recreational businesses, the Marigold Centre, and community organizations create a range of activity choices in Truro that surpasses many larger Towns and cities. These choices are now being promoted in a Recreation Department initiative called Try Truro. It publicizes the many ways to experience Truro as a vibrant community.

3.3 Sustainability Action Opportunities

The Town of Truro Community Sustainability Plan embodies ideas expressed by the community during the Truro, Have Your Say process. The invitation to Have Your Say was accompanied by the phrase We're Listening. Although the 'We' refers mainly to the Mayor, Council, and staff, the onus is also on citizens to seek out and listen to diverse voices from the community if we are to move toward a more sustainable place.

The Sustainability Action Opportunities identified on the following pages will likewise require community leadership and action to pursue our vision of sustainability. However, it is specifically directed at our elected leaders and Town staff to identify an array of undertakings within the scope of local government.

Each Opportunity is described in detail using the following categories:

Area of Opportunity

Fourteen topics that present opportunities for actions to pursue our vision of a sustainable Truro;

Community Priority

Gauged by tallying and interpreting the Truro, Have Your Say responses;

Relative Cost

A very general indication of financial costs associated with a course of action. An opportunity may include various options or steps such as a feasibility study or pilot project and so the cost may be described as a range. There are factors that should be considered in undertaking an action that are not included in the cost estimates. These include the long-term costs of not taking the action, the availability of external funds to off-set the costs, and pay-back gains offered by some measures;

Sustainability Category & Goals

These refer to the three categories of sustainability used throughout the Plan (Environment, Economy, and Community) and the numbered goals found in the Truro's Sustainability: Priorities & Goals section (Part B.5);

Actions & Strategies

An array of possible initiatives to address sustainability under the identified area of opportunity.

Community Benefits & Sustainability Outcomes

Positive results anticipated from choosing a series of actions;

Possible Funding Sources

A non-exhaustive list of sources to finance sustainability actions. Programs change or are cancelled. However, new ones also are developed. Staff time and departmental budgets are mentioned as sources where applicable;

Project Lead & Collaborators

Identifies possible leaders and partners for a course of action;

Reference Documents & Resources

Sources of information relevant to an area of opportunity.



Opportunity No. 1

Public Transit

Citizen Priority: Very High

Relative Cost: Low in development phase; medium in execution.

Sustainability Category & Goals

Environment: G1, G4

Economy: G5, G7

Community: G11, G12

Community Benefits & Sustainability Outcomes

Reduction of automobile emissions; Facilitation of local shopping & improved labour mobility; Community connectedness & affordable mobility.

Possible Funding Sources

Federal Green Municipal Fund, ecoMobility, Program, MOST (Moving On Sustainable Transport), ecoAction, Building Canada Fund, Public Transit Capital Trust. Provincial Capitol Transportation Assistance Program, Conserve Nova Scotia, ecoNova Scotia, NS Transit Rural Incentive Program, Accessible Transportation Assistance Program. Area Municipalities, Millbrook, User-revenue, Business and Community Organizations; 'GTA' and institutional partners (eg. NSAC)

Project Lead & Collaborators

Town of Truro Departments of Planning/Public Works; Millbrook; Village of Bible Hill; County of Colchester; Community Organizations and Representatives, Private Consultant(s), Chamber of Commerce, Provincial Representatives, Colchester Transportation Cooperative.

Reference Documents & Resources

Truro Have Your Say Fire Hall Session Public Transportation Map, Town of Truro Land Use By-law Schedule C Transportation Map. UNSM Best Practices Report

Actions & Strategies

1. Public Transit System Needs Assessment,
2. Feasibility & Design Study;
3. THYS Session & Survey;
4. Stakeholder Interviews;
5. Partnership Development;
6. Funding Plan;
7. Pilot System;
8. System Start-up;
9. Participate in HRM light-rail planning

Opportunity No. 2

Gatherings & Festivals & Cultural Promotion

Citizen Priority: Very High

Relative Cost: Low to Medium

Sustainability Category & Goals

Environment: G1

Economy: G5, G6, G10

Community: G11, G13, G14



Actions & Strategies

1. Expand Parks & Recreation Committee, to include cultural representation;
2. Greater Truro Area Roundtable on events;
3. Try Truro Fair;
4. Service Organization Partners;
5. Neighbourhood Fairs;
6. Street Fairs (closures)
7. Harvest Moon Festival;
8. RFPartners; Walk & Roll Festival/ Campaign;
9. Skateboard Summit,
10. Planters' Festival,
11. Dynamic (not static) interactive website(s) with updates,
12. Better use of existing media (radio, Eastlink) to promote events
13. Cultural Hub website (directory of musicians, crafters, artists);
14. Tracks for Truro sampler gift/mp3s

Community Benefits & Sustainability Outcomes

Youth retention, visitor attraction, sense of identity and belonging, collaborative planning & shared costs; improved communication of existing events & activities; community-driven culture, support for arts benefits community life and economy

Possible Funding Sources

In-kind, private sponsorships, event revenue, Economic Dev't. funds, Departmental budget, NS Dept. of Tourism, Culture, and Heritage; Fund-raising; Health Promotions

Project Lead & Collaborators

Department of Parks Recreation & Culture - transition from driver to resource partner; CoRDA; Downtown Truro Partnership; Community Partners; Service Clubs; Greater Truro Area partners

Reference Documents & Resources

Truro Have Your Say; Dept. Of Parks & Rec. Strategic Plan



Community Benefits & Sustainability Outcomes

GHG reductions, fitness, traffic & parking congestion relief, community connectedness, progressive image for Town; visitor attraction

Possible Funding Sources

Public Works Budget; Prov. Health Promotions; Public Health Agency of Canada; 'GTA' partners; Transport Canada's ecoMobility and Moving On Sustainable Transport Programs, Active and Safe Routes To School Program (Green Communities Canada)

Project Lead & Collaborators

Town of Truro Departments of Planning, Public Works, PRC; Community Groups (eg. LEC, bike clubs), Downtown Truro Partnership; NS Health Promotion & Protection; ecoNova Scotia;

Reference Documents & Resources

Colchester-Truro Bikeways Plan; Move-On Colchester Proposal; Truro, Have Your Say Active Transportation Map; Downtown Master Plan; Streets & Sidewalks Conditions rating system; Pathwaysforpeople.ca

Opportunity No. 3

Active Transport

Citizen Priority: High

Relative Cost: Low to Medium

Sustainability Category & Goals

Environment: G1, G4

Economy: G5

Community: G11, G12, G14

Actions & Strategies

1. Integrated planning, bike-paths and lanes, sidewalk and path development;
2. Accelerate Bikeways Plan;
3. Active Transport Working Group with emphasis on Downtown and schools
4. Move-On Colchester collaboration;
5. Bike-able Truro impact study (parking, business, etc.),
6. Events: Walk & Roll Festival;
7. No Skateboard Summit

Opportunity No. 4

Energy Efficiency

Citizen Priority: Medium

Relative Cost: Low to High

Sustainability Category & Goals

Environment: G1, G2, G3, G4

Economy: G8, G10

Community: G11

Actions & Strategies

1. Implement Energy Audit efficiency opportunities;
2. on-going energy inventory;
3. formalize and expand Energy Committee;
4. green workplace protocols;
5. monitor renewable energy use & generation opportunities for local benefit;
6. efficiency filters for infrastructure renewal and procurement (etc. LED streetlights);
7. efficiency & clean energy training;
8. energy descent plan,
9. recognition of achievements;
10. treated water conservation policy & incentives



Community Benefits & Sustainability Outcomes

Medium and long-term financial savings; leadership example for citizens & industry; reduced pollution and GHG emissions; increased self-reliance

Possible Funding Sources

Green Municipal Funds, Natural Resources Canada ecoEnergy Funds, Building Canada Fund, ecoNova Scotia, NS Power Custom Program; Conserve NS Smart Lighting Program, CoRDA

Project Lead & Collaborators

Truro Public Works & Engineering; Purchasing Department; Truro Energy Committee; Nova Scotia Power; energy consultants; Living Earth Council; CoRDA, Dalhousie Eco-Efficiency Centre, area businesses

Reference Documents & Resources

Town of Truro Energy Inventory; Technical Energy Audit Report; nspower.ca;



Opportunity No. 5

Community Engagement & Collaboration

Citizen Priority: Medium

Relative Cost: Low

Sustainability Category & Goals

Environment:

Economy: G10

Community: G11, G12, G13, G14

Community Benefits & Sustainability Outcomes

Community cohesion, political accountability & responsiveness, consensus & capacity building, diversification, sense of ownership, youth retention, Truro brand, resilience

Possible Funding Sources

In-kind, NS Youth Secretariat Youth Engagement Grant Program, NS Seniors Positive Aging Fund, NS Dept. of Tourism, Culture, and Heritage, Citizenship and Immigration Canada; Human Resources and Social Development Canada – Community Partnerships (includes New Horizons for Seniors)

Project Lead & Collaborators

Council, Town IT, Dept. PRC, Planning Dept., community organizations; NSCC; Truro Art Society, Marigold Cultural Centre; diversity organizations, communications trainers

Reference Documents & Resources

Truro, Have Your Say results; Dept. of Parks & Recreation, Strategic Plan; Draft Town of Truro Municipal Planning Strategy Sections 4.2.11 Policy R-13

Actions & Strategies

1. THYS-Fire Hall Sessions,
2. THYS 'speakers' corner' website feature,
3. Support for Residents Associations,
4. Recognize volunteers and achievers,
5. Order of Truro,
6. Community radio,
7. Council meeting webcasts,
8. Committee diversification,
9. Political engagement diversification strategy,
10. Try Truro Fair,
11. Continue identity strategies (eg. signage, slogans),
12. Crowd-sourcing contests,
13. Youth strategies (eg. slogan, symbols, social media),
14. Seniors strategies,
15. Arts & Culture Roundtable,
16. Diversity celebration;
17. Communications strategy

Opportunity No. 6

Victoria Park Policy & Development

Citizen Priority: High

Relative Cost: Low

Sustainability Category & Goals

Environment: G1, G2, G3, G4

Economy: G5, G6, G7, G8, G9, G10

Community: G11, G12, G13, G14



Actions & Strategies

1. Park Stewardship & Marketing Plan (with public participation);
2. Commercial Activity Policy (permit process);
3. Green heat for pool;
4. Trust Fund
5. Charter proclamation,
6. staff protocols (eg. Green Tool Kit),
7. Sustainable Procurement Policy, sustainability filters applied to departmental policies,
8. Implementation Working Group,
9. Transition Town collaboration,
10. Food Policy

Community Benefits & Sustainability Outcomes

Civic pride & identity, stewardship of nature, recreation & fitness opportunities, quality-of-life economic driver, community connectedness, heritage protection, Environmental stewardship, civic leadership

Possible Funding Sources

In-kind, voluntary, Dept. Parks, Rec. & Culture, CoRDA, Internal, Green Municipal Fund, Environment Canada's Sustainable Community Indicators Program

Project Lead & Collaborators

Parks & Rec. Committee, Council, Tree Committee, citizen representatives, Council, CAO, Sr. Staff, Sustainability Working Group, Town of Truro Purchasing Dept., Chamber of Commerce (Sustainable Procurement awareness), CoRDA, Union of Nova Scotia Municipalities

Reference Documents & Resources

Truro, Have Your Say results; Dept. of Parks & Recreation, Strategic Plan; model Commercial Activity Policies (Vancouver, etc.) Town of Truro Sustainability Charter, Green Tool Kit, Sustainability Plan, Transition Handbook (R. Hopkins), Draft Town of Truro Sustainable Procurement Policy, Draft Town of Truro Sustainability Plan



Opportunity No. 7

Local & Downtown Support

Citizen Priority: High

Relative Cost: Low to Medium

Sustainability Category & Goals

Environment: G1

Economy: G5, G7, G8, G10

Community: G11, G12, G14

Community Benefits & Sustainability Outcomes

Strengthen existing businesses, reduced emissions, localization & resilience.

Project Lead & Collaborators

CoRDA, DTP, Chamber of Commerce, Planning & Development Services, Truro Farmers Market, Town of Truro Purchasing Officer

Reference Documents & Resources

Downtown Truro Master Plan, Truro Farmers' Market feasibility study, CoRDA Strategic Plan; Draft Town of Truro Sustainable Procurement Policy

Actions & Strategies

1. Sustainable procurement policy,
2. Local currency project,
3. Public transit & event shuttles from peripheral facilities to Downtown
4. Farmers' Market development,
5. Civic Square & library developments
6. Go Local campaign

Opportunity No. 8

Parks & Green Space Master Plan

Citizen Priority: Medium

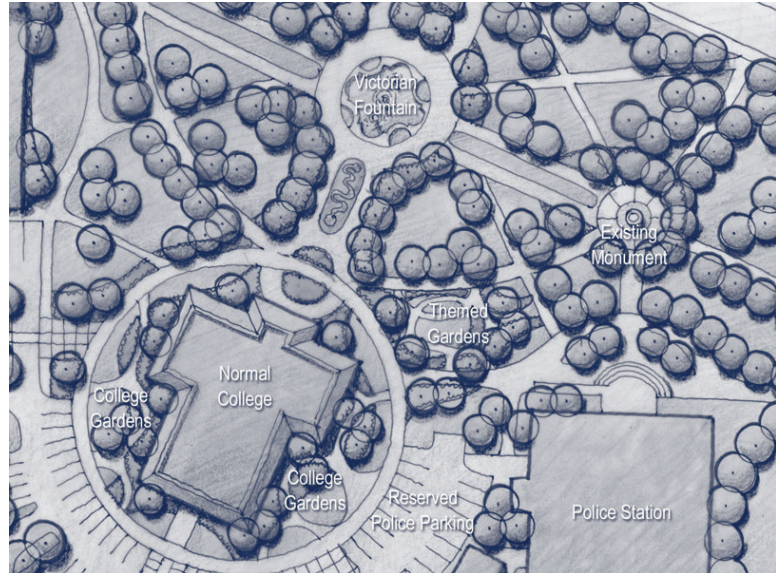
Relative Cost: Low to Medium

Sustainability Category & Goals

Environment: G1, G2, G3

Economy: G5, G6, G10

Community: G11, G12, G13, G14



Actions & Strategies

1. Neighbourhood green spacing,
2. school sites re-purposing,
3. brownfield recovery sites,
4. inventory of sites of eco-sensitivity and significance,
5. community food gardens,
6. riverfront development policy,
7. include cultural facility inventory (eg. band-shell)

Community Benefits & Sustainability Outcomes

Protection of nature and environment, livability, attraction of visitors, neighbourhoods livability & cohesion, healthy community, nature education

Possible Funding Sources

NS Health Promotion and Protection, Green Municipal Fund (Brownfield Recovery); Environment Canada's Environmental Damages Fund

Project Lead & Collaborators

Dept. Of Recreation, Parks, & Culture, Planning & Development Services, Communities in Bloom Committee, Tree Committee, Resident Associations, Planning Advisory Committee; Citizens, Community Organizations

Reference Documents & Resources

Downtown Truro Master Plan, Dept. of Parks & Recreation, Strategic Plan; Infrastructure Canada Brownfield Redevelopment Guide



Community Benefits & Sustainability Outcomes

Brownfield recovery, sustainable landscaping, cultural appreciation, civic pride and identity

Possible Funding Sources

Green Municipal Funds, NS Dept. of Tourism, Culture, and Heritage

Project Lead & Collaborators

Dept. Of Recreation, Parks, & Culture, Dept. of Planning & Development, Heritage Committee, Communities in Bloom Committee, Tree Committee, Resident Associations, Planning Advisory Committee; Citizens, Community Organizations such as Truro Art Society

Reference Documents & Resources

Truro, Have Your Say results, Downtown Truro Master Plan, Proposed Parks & Green Space Master Plan

Opportunity No. 9

Beautification

Citizen Priority: Medium

Relative Cost: Low to Medium

Sustainability Category & Goals

Environment: G3

Economy: G10

Community: G11, G14

Actions & Strategies

1. John Ross & Sons removed,
2. Facade incentives & guidelines and recognition (with heritage considerations),
3. Public art policy,
4. Demonstration sustainable landscaping,
5. Continuation of banner and signage program,
6. Civic Square transitional plan

Opportunity No. 10

Welcome Diversity

Citizen Priority: Medium

Relative Cost: Low

Sustainability Category & Goals

Environment:

Economy: G5, G6, G7, G8, G9, G10,

Community: G11, G12, G13, G14

Actions & Strategies

1. Immigration destination strategy
2. Franco-capacity building,
3. Diversity Festival,
4. Cross-cultural events



Community Benefits & Sustainability Outcomes

Economic development, cultural education, enriched community life

Possible Funding Sources

NS Dept. of Tourism, Culture, and Heritage, CoRDA, Citizenship and Immigration Canada; Public Service Commission Diversity Accommodation Fund,

Project Lead & Collaborators

CoRDA, Dept. Of Recreation, Parks, & Culture, Heritage Committee, École acadienne de Truro; Community Organizations, Welcome Wagon, Truro Farmers' Market

Reference Documents & Resources

CoRDA Strategic Plan



Opportunity No. 11

Residential & Mixed re-use of Vacant Properties Plan

Citizen Priority: High

Relative Cost: Low

Sustainability Category & Goals

Environment: G3, G4

Economy: G5, G10

Community: G11, G12, G14

Community Benefits & Sustainability Outcomes

Beautification, social responsibility, economic development, citizen engagement

Possible Funding Sources

Green Municipal Fund (brownfield recovery), ecoNova Scotia, NS Department of Community Services Affordable Housing incentives, especially the Conversion Residential Rehabilitation Assistance Program (RRAP) Program; Environment Canada's Environmental Damages Fund; Canada Mortgage and Housing Sustainable Community Planning Program; CMHC Affordability and Choice Today initiative; CMHC Residential Rehabilitation programs; Human Resource and Skills Development Canada Homelessness Partnering Strategy

Project Lead & Collaborators

Dept. of Planning & Development, Dept. Of Recreation, Parks, & Culture, Truro Department of Public Works, Colchester Anti-Poverty Group, Residents' Associations, Planning Advisory Committee, Heritage Committee, NS Department of Community Services

Reference Documents & Resources

Draft Town of Truro Municipal Planning Strategy Sections 5.2.6 Policy C7, & Section 4.2.7 Policy R-8, & Section 4.2.12, Policy R-14, Downtown Truro Master Plan, Proposed Parks & Green Space Master Plan, Town of Truro Technical Energy Audit and Inventory

Actions & Strategies

1. Inventory of sites and buildings,
2. Development plan,
3. Communication of plan & principles,
4. Sustainable housing strategy,
5. Conceptual development plans with pre-approval

Opportunity No. 12

Greater Truro Area Collaboration

Citizen Priority: Low

Relative Cost: Low

Sustainability Category & Goals

Environment: G1, G2, G3, G4

Economy: G5, G6, G7, G8, G9, G10

Community: G11, G12, G13, G14

Actions & Strategies

1. Bi-annual collaboration conference
2. Greater Truro Area conceptual study
3. Sectoral committees



Community Benefits & Sustainability Outcomes

Self-sufficiency, stewardship of resources, community connectedness, coordinated planning, cost-sharing

Possible Funding Sources

Service Nova Scotia (Municipal Relations), municipal budgets

Project Lead & Collaborators

Councils and Commissions of Truro, Colchester, Village of Bible Hill, Millbrook; Senior staff of each municipal unit including police and emergency services, CoRDA, Service Nova Scotia (Municipal Relations)

Reference Documents & Resources

Handbook on Inter-Municipal Partnership and Co-operation for Municipal Governments in NS; Municipal Planning Documents, Strategic Plans, & Sustainability Plans (including CIP) of each unit



Opportunity No. 13

Floodplain/Storm-water, Climate Change Adaptation Planning

Citizen Priority: Medium

Relative Cost: Low

Sustainability Category & Goals

Environment: G2, G3

Economy: G7

Community: G11

Community Benefits & Sustainability Outcomes

Long-term environmental planning, emergency preparedness

Possible Funding Sources

Environment Canada, Natural Resources Canada Climate Change Impacts and Adaptation Program, NS Dept. of the Environment, NS. Dept. Of Agriculture, NS Natural Resources, Federation of Canadian Municipalities, National Research Council of Canada

Project Lead & Collaborators

Truro Dept. of Public Works, Truro Dept. of Planning & Development Services, County of Colchester, Environment Canada, Clean Nova Scotia, Bay of Fundy Ecosystem Partnership,

Actions & Strategies

1. Participation in rising tide and climate change adaptation study in relation to the Bay of Fundy

3.4 Structures for Implementing Sustainability

There are many compelling reasons to prioritize making our community more sustainable:

1. stewardship of our natural environment facing peril;
2. responsiveness to the views of the community;
3. fiscal responsibility to our tax payers;
4. opportunity for planned development, including new funding sources;
5. opportunity for community building and collaboration.

Municipalities across Canada are at various stages of sustainability planning and implementation. These range from muddling inaction to fully-budgeted Sustainability Departments. Neither the level of priority that sustainability initiatives have been given nor the implantation strategies employed correspond directly to the size of a particular municipal unit.

A barrier common to the prioritized implementation of sustainability is the tendency to view it entirely through the lens of environmentalism. While many municipal leaders view environmental stewardship as crucial, few cities and towns have a specific department that address it, deferring to Federal and Provincial bodies. As a result, sustainability efforts are relegated to add-on protocols for existing municipal departments and staff. While this is an important tool, as the only route utilized for implementation it is inadequate.

Even when viewed as an interdependent integration of environment, economy, and community, planning for sustainable development at the municipal level presents a hodgepodge of jurisdictions and responsibilities. Although the Town participates in directing the Colchester Regional Development Agency and collaborates with the Federal government on particular projects, economic development is not a primary focus of Town Council and Staff time. Social services and community sustainability too are shared responsibilities and budget items at best.

Nonetheless, at this time the framework of sustainability as endorsed by all levels of government, offers a unique vehicle for achieving a better quality of life for our Town and its citizens. Balancing action on all three sustainability components that make up our Priorities and Goals will increase achievement within each separate category. Likewise, the more participatory the tools chosen for implementation of the Community Sustainability Plan are, the more likely Truro will enjoy lasting improvements.

Tools cost, and although labour saving, require effort to use. Municipalities are principally funded by tax and fee revenues on one hand, and transfers from Provincial and Federal governments on the other for service delivery and core infrastructure spending. Increasingly, Federal and Provincial funds available to municipalities are only accessible through elaborate project-specific applications. This places a burden on staff whose primary function is program delivery. Also increasingly, these funds have criteria specific to sustainability goals. A key consideration in selecting tools for sustainability implementation then, is the extent to which they will be able to assist the Town in the navigation of this new funding terrain while not placing unsustainable fiscal burden on the very budgets they are seeking to augment.

The following is an overview of tools that Town Councils may choose from as they seek to achieve sustainability through their Community Sustainability Plan:

3.4.1 Sustainability Departments

Halifax Regional Municipality has put the environment at the pinnacle of its sustainability planning, establishing a Sustainable Environmental Management Office (SEMO) in response to its 2004 sustainability analysis.

SEMO is tasked with:

1. leadership in sustainability policy/projects, reporting, and monitoring in relation to Land, Air, Energy, Water, Environmental Auditing
2. system-wide integration and buy-in of sustainability policy (green culture)
3. corporate sustainability training and protocols
4. administration of a Transition Team made up of departmental reps.

In addition, HRM By Design, a collaborative urban visioning report that most closely parallels Truro's Municipal Planning Strategy and Land Use By-law, was informed by and concerned with the three broad categories of sustainability but is primarily a built-environment design strategy.

3.4.2 Sustainability Coordinators

A common approach of small cities and larger towns has been the appointment of a full-time Sustainability Coordinator for a period of two to five years. This position may report directly to the CAO or, more usually, be integrated into the Planning Department.

Sustainability Coordinators are charged with the development and implementation of the Community Plan. In the cases where this structure has been selected, there is an assumption that a concentration of expertise and effort will result in the best level of sustainability implementation. Typically, Sustainability Coordinators also actively seek sustainability funding for civic projects and rally support for sustainability initiatives within the community.

CoRDA employs a Sustainability Coordinator on a contract basis with a mandate specific to environmental sustainability and energy efficiency. Many universities and private corporations also now employ sustainability coordinators, again with an emphasis on environmental stewardship and efficiencies.

The Union of Nova Scotia Municipalities has a Municipal Sustainability Office and a Sustainability Coordinator. The Office is designed to advise municipalities on best practices primarily in relation to environmental sustainability and energy efficiency.

3.4.3 External Sustainability Consultants

Smaller municipal units have contracted external consultants to develop and deliver turn-key sustainability plans. Sometime separate consultants are hired to lead public engagement efforts. Ideally, these specialists come from within the community, bringing with them local knowledge as well as a stake in a positive outcome of their efforts.

Truro has chosen to combine the two previous routes by contracting an external Sustainability Consultant to work part-time within the Planning Department for a just under a two year period. Another unique aspect of Truro's approach to the development

of its Sustainability Plan is its collaboration with a local community environmental group, Living Earth Council. Having one person serve as both project leader for an energy-efficiency campaign (Cool Truro) and Sustainability Consultant has served to build a reciprocal link between the Town and a community group.

Charging a Sustainability Consultant with over-all responsibility for the implementation of the Community Sustainability Plan is not a common route chosen by municipalities. However, there are many examples of external contracts for planning or leading action on specific recommendations of a Sustainability Plan such as a community energy plan (for example, The Town of New Glasgow's Energy Sustainability and Local Action Plan 2007 – 2013).

3.4.4 Internal Staff Implementation

A broad dissemination of sustainability-related responsibilities within established departments, accompanied by adequate training and allocation of resources, has been selected by some municipalities as a route to desired outcomes without creating an additional department or specific position. This approach is very much like that used to implement a Town's Strategic Plan where individual staff and committees are charged with executing and measuring ways and means within each department, reporting to the CAO who is ultimately responsible to Council for implementation.

Aside from its distinct Sustainable Environmental Management Office, Halifax has followed this course. It has developed a Cultural Plan which is to be overseen by the Planning Department (with cross-departmental input) and an Economic Plan that resists creating 'new layers of bureaucracy'. The Economic Plan relies on the entire bureaucracy, the CAO, as well as political and business leaders for implementation.

While internal implementation of a town's Sustainability Plan plays a vital role in keeping it from collecting dust, it can actually impede progress without a number of factors being addressed. Inadequate time allocation, resources, knowledge, motivation, accountability, reporting, and measurability can render a strictly-internal implementation process ineffective. However, in-conjunction with elements of the other tools described here, Town staff participation is an invaluable tool to promote sustainability. Training and resources directed toward existing individual employees in relation to specific initiatives (Sustainable Procurement or Active Transportation, for examples) is the most sustainable route to implementation. Team 'buy-in' on sustainable practices to be integrated into existing job descriptions (using the *Green Tool Kit*, for example) will also reap reward in terms of staff morale and effectiveness.

3.4.5 Partnerships and Oversight

Whether employing a specific Coordinator, project consultants, or relying on internal staff, Council should consider a Sustainability Advisory Committee for the purpose of ensuring momentum and citizen involvement.

In several Nova Scotian municipalities, the Sustainability Coordinator has developed a Community Partnership model for sustainability implementation (or at least for public commitment to it). This ranges from business and community groups signing pledges to roundtable-style stakeholder oversight bodies.

3.4.6 Collaborative Community Implementation

Finally, an approach that stems from Truro's unique approach to the development of a Community Sustainability Plan (the collaboration between the *Living Earth Council* and Truro Town Council) would be the formation of Canada's first multi-partner storefront Sustainability Office. Various community and government stakeholders could form roundtable leadership for such an office in a storefront operation that would serve the citizenry, business, and local governments.

Shared funding and fund-raising would be a necessary component of this model. The Green Municipal Fund, a Federal program which gives grants to municipalities to develop innovative templates for sustainability implementation, has confirmed that the approach is unique and has expressed initial interest in financing its development.

This model would illustrate the essential element of civic engagement necessary to sustain economic, community, and environmental sustainability. Several factors would contribute to the sustainability and effectiveness of a *Community Sustainability Office* (certainly, a more dynamic name would be arrived at, possibly by community contest).

By embedding it in a community setting such as a community centre (Douglas Street?) or retail area, rather than an office or civic administration building, it would be seen to be arms-length from government and community-based. Small contributions from many stakeholders (see sample list below) toward the operating costs of the Office are more feasible than the Town allocating sufficient funds on its own. The Office would assist the Town and other contributing stakeholders with project funding applications related to environmental, economic, and cultural sustainability. It would also serve the other functions of a Sustainability Coordinator such as facilitating training and researching policy.

Some possible participants and/or service-users of a Community Sustainability Office include:

1. Town of Truro (Council and Departments);
2. Municipality of Colchester;
3. Millbrook;
4. Village of Bible Hill;
5. CoRDA
6. Arts, environmental, and other community groups;
7. Provincial and Federal sustainability programs

The collaborative approach would serve sustainability and communications functions by conveying to the community Council's on-going commitment to the vision of the *Town of Truro Sustainability Charter*. The physical office and facilities could provide small community groups aligned with our sustainability goals resources for project work or meetings. It could also serve as a clearing house for information about various Federal and Provincial programs aimed at sustainability (for example, a Truro presence for Conserve Nova Scotia). These functions also represent potential operating revenue sources.

Finally, the Community Sustainability Office would be a driving force behind implementation of the Community Sustainability Plan, assisting the Council with its action program, while also leading the community toward greater awareness and achievement of sustainability.

3.5 Implementation Recommendations

There is broad agreement with each of the elements that make up our vision statement: Truro is a just and vibrant community with a thriving economy and sustainable environment. The real key to realizing the vision is constant understanding that each characteristic must be balanced by concern for the others. A pristine environment void of the possibility of livelihoods or a financially profitable enterprise that is unjust in its exploitation of the natural environment would fulfill one element of sustainability for our town, but sabotage the whole. This is why the Town of Truro Sustainability Charter mentions the responsibility to balance Stewardship of our natural environment, Pursuit of a thriving economy, and Building a just and vibrant community.

While this Community Sustainability Plan reflects positive momentum and shared values evident around issues of sustainability in Truro, there is much that can be done to enhance the quality of life available to our community. The Vision Statement, Sustainability Charter, and this Plan do not in themselves achieve sustainability. In fact, they would be backwards steps if their completion assured the community that all is well, no further effort is needed.

Each of the worthy goals and suggested opportunities charted above may be viewed as recommendations to pursue. This section will focus on underlying issues that point to priority actions and on next steps to maintain momentum and assert leadership, including best opportunities for embedding sustainable practices into programs and planning at the process level.

3.5.1 Underlying Issues and Priority Actions

a) Cars and Community

Truro really is a regional hub for commerce, culture, government, health care, and many other services. It is also geographically central and a natural stopping point for those in transit around the province. These factors, along with the general trend toward vehicle dependence over the past fifty-plus years, have resulted in dense traffic and costly maintenance of motor vehicle infrastructure. Unfortunately, it can be argued that Truro shows some signs of being a ‘car culture’ town: a place where primacy is given to cars over community.

Planning that prioritizes cars affects each element of sustainability. The economic realm is the most mixed in its impact. Clearly, automobile transportation facilitates commerce and is directly linked to revenue for some businesses and trades. However, infrastructural costs of road maintenance and the economic losses that can result from a generic ‘drive-thru’ town counter at least a portion of the gain. Cars are also costly to purchase, insure, and maintain. While these expenditures add cash to the local economy, they ultimately siphon profit portions elsewhere.

Some of the costs of are environmental. Fossil fuel combustion creates air pollution in the form of green house gases and toxic particles. Although out-of-sight, the extraction and processing of fuels is environmentally costly too. Disused automobiles usually leave town limits (also out-of-sight to some extent), but their used-fluids saturate some of our soils and paved surfaces. Our storm water system then absorbs the contaminants along with road salt run-off. Parking and roadways increasingly dominate our towns creating impermeable surfaces which have a substantial impact on storm water drainage and consequently water quality and erosion.

Perhaps the largest cost in terms of sustainability is the impact auto-centred society has on community life. The automobile and road system are positive and essential elements of our town. However, it is important that we be aware of their profound effects on our daily choices so that we can plan in ways that optimize benefits of cars while not draining our community of social interactions.

When asked “What do you like most about Truro?”, respondents to the Truro, Have Your Say questionnaire mentioned variations on the theme of the Town’s quiet atmosphere and small-town friendliness more than anything else. These are characteristics attributable to people. The top responses when asked “What would make Truro a better town?”, can be viewed as relating to the need to counter car culture as well, including calls for: a public transit system; more trails and paths, improved and additional sidewalks; more bicycle-friendly streets, reduced traffic congestion.

Clearly, a healthy liveable town, a sustainable place with thriving neighbourhoods and vibrant downtown, is one where human interaction is encouraged through active transportation routes and public gathering spaces. A sustainable town is also one where traffic does not threaten safety, where quiet areas are possible, and where those who do not own private vehicles can still connect to their community.

Recommendation

Council should prioritize community connectivity and traffic reduction through integrated development of active and public transportation systems, as well as route and parking efficiencies.

b) Community and Economic Development

Pursuit of a thriving economy is an integral part of both our Town of Truro Sustainability Charter and the mandate of Council itself. Within Truro, many partners are involved in this pursuit, including the Colchester Regional Development Agency, the Truro & District Chamber of Commerce, Downtown Truro Partnership, and individual entrepreneurs. While Council has representation on some of the governing bodies of some of these entities, there is limited direct and daily input into the economic development of the Town.

As a centre of economic activity in Colchester County and a core financial contributor the Colchester Regional Development Agency, The Town of Truro has much at stake in the on-going effectiveness CoRDA. It is important to note, especially in the context of integrated sustainability concerns, that CoRDA’s purpose is “To improve the quality of life for the citizens of Colchester”. While its primary focus is economic, it aims for broader community development.

Economic development garnered more citizen suggestions than any other category of sustainability in the Truro, Have Your Say participation project. The community looks to its elected Council for leadership in sustainable economic development and Council has undertaken pursuit of that goal. However, it does not have staff assigned to the mission; but rather, has entrusted CoRDA.

Effective economic and community development require a strong collaborative relationship between those responsible to the citizenry and the agency empowered to carry out the tasks. The process and mechanisms for communications between CoRDA and representatives of the Town need to be evaluated with a view to renewing the collaboration. Questions to guide the assessment might include:

- Are services offered by CoRDA of which the Town can take greater advantage?
- Is CoRDA able to assist the Town with funding applications from previously untapped sources such as the Green Municipal Fund?
- How does Truro fare among the fifty-eight communities in CoRDA's reach in terms of resource and time allocation?
- Does Truro have a distinct destination marketing presence in CoRDA campaigns?
- How does the Truro Industrial Park fare among the five industrial parks marketed by CoRDA?
- Is there duplication of effort in any area that could be either transformed to collaboration or eliminated in the Town or CoRDA?
- Should either CoRDA or Truro have a dedicated staff position (full or part-time) devoted to Truro's economic development? Could an employee of one of the organizations be based at the other's office or could a shared position be created?
- Does the composition of the Board of CoRDA represent Truro's interests and perspectives adequately?
- Would regularly scheduled workshops (bi-annual, for example) between CoRDA (staff and Board representatives) and the Town (Council and senior staff) assist both organizations in fulfilling their responsibilities?

Recommendation

Council should evaluate and renew its relationship with the Colchester Regional Development Agency in the pursuit of a thriving resilient localized economy for the Town.

c) Greater Truro Area

Many people who live near Truro but outside the Town boundary consider Truro to be their town. They regularly take advantage of Truro's recreational and cultural offerings, shop and use services in Truro, support local sports teams and churches, and some are even Town employees. Although those from the greater Truro area, including places like Salmon River, Bible Hill, Millbrook, and Hilden, have a stake in Truro's sustainable future they do not have representation on Council (and cannot run for office) nor do they contribute to the Town's tax revenues used for Town roads and infrastructure.

While individuals identify with Truro, they are also members of distinct communities with autonomous governing bodies. Geographically connected districts such as Bible Hill and developments on Robie Street west of the Town Cemetery are regulated by municipal laws and policies that differ from Truro's. The situation has led to positive collaborations and service agreements; but also, to economic and environmental inefficiencies and inconsistent development.

The Civic Centre development project illustrates the capacity for cooperation without formal amalgamation of municipal units. (It may also identify some of the limitations.) For the most part, however, in the context of municipal planning strategies and land use by-laws, unified approaches have not been pursued. Aside from the very basic confusion of jurisdiction that results in daily calls to the Town of Truro Planning Department on matters governed by the County of Colchester, the impact of disparate policies is that of lost opportunity and possible undermining of initiatives. For example, while the Town of Truro works to revitalize its downtown and encourages context-sensitive density to avoid unsustainable sprawl, the Village of Bible Hill envisions the development of its own urban core along with expanding suburban developments.

Regular and increased collaboration of community governments within the greater Truro area will ensure that the sustainable development of one community does not impede that of another. It will also provide a foundation for initiatives such as the development of green infrastructure and transportation, sustainable housing strategy, riverfront development, and beautification of streetscapes.

Unfortunately, to date most discussion about relationships among Truro's neighbouring communities has been in the context of full and formal County-Town amalgamation along the lines of what resulted in Halifax Regional Municipality. The concept of a Greater Truro Area is more limited in geographic scope, formality, fiscal arrangements, and merged identity. Extensive collaboration already exists in program areas such as recreation, for example, but for the most part is sporadic. Progress on initiatives such as public transit will necessarily entail full participation of adjacent communities. A structure of regular communication could serve to further the goals of each in the pursuit of sustainable community, economy, and environment.

Recommendation

Council should initiate a day conference of municipal stakeholders, including elected representatives and senior staff from within the greater Truro area, as well as CoRDA, to communicate about respective policies, programs, priorities, and issues, especially those where either occasion for conflict or opportunity for increased collaboration exists. Similar gatherings should be scheduled at least bi-annually.

d) Communications and Participatory Governance

Throughout the Truro, Have Your Say participation process comments were made regularly expressing gratitude for a rare opportunity to have opinions on a range of issues considered by the Town. The Mayor and Council might find this surprising given the steady stream of views they receive on Town matters. Question 8 of the THYS survey asked participants

to indicate agreement, disagreement, or whether unsure about whether they could have a say in how my town is developed and run. A narrow majority of respondents indicated that they either did not agree with the statement or were unsure.

There is an argument to be made that suggesting a lack of opportunity for citizen input into the policies and decisions of the Town is simply a misperception. Elected representatives are very accessible and regularly engage with their communities. Citizens serve on topical committees whose meetings are public. Council meetings are open to all and are broadcast on local television. Public hearings accompanying many aspects of development and special informational meetings have been held in conjunction with many proposed projects.

Nonetheless, the perception of stifled participation either points to inadequate communication of existing avenues for community involvement, and/or the need to improve existing avenues, and/or a need to introduce new opportunities. The dividends of broader community input would be well-worth the investment of effort required: increased understanding of the complexity of decisions mitigates against polarized views and divisions; citizens engaged in decision-making are more likely to participate in programs, facility up-keep, and municipal elections; processes that are transparent and inclusive are most likely to build resilience; a culture of grumbling and exclusion is replaced with 'buy-in' and community-mindedness.

Strategies for more sustainable community through participatory governance must reach beyond last century's conventions. Periodic elections and public Council meetings remain vital but are insufficient mechanisms for building a just and vibrant community. The following is a list of tools that should be considered by Council for the purpose of facilitating broader and deeper community involvement in Town governance:

1. Communication Technology

There are many technologies and applications that could contribute to a broader more informed collaboration between Council and the citizenry:

- Dynamic, interactive website with capacity for a moderated discussion fora, surveys (eg. Truro, Have Your Say on ...), and video events.
- Linked but separate website for Try Truro to serve as a clearinghouse of community events, organizations, recreational programming, and cultural highlights and resources.
- Social networking sites for the Mayor and individual Councillors with petition, polling, and discussion functions.
- Live or recorded web-casting of Council and other public meetings. Software such as Wirecast could be utilized or internet upload of Eastlink video.
- Audiocast/podcast of Council meetings on Town radio station and/or website.
- Other internet based tools available include E-panelling (roundtable text discussion forum by invitation over a set period on a set topic); web-chatting (as above but in real time using software such as MSN Messenger for text or Skype for speech); Wiki/crowd-sourcing for collective thinking on a particular topic; Deliberative polling (tracks opinions over time as discussion takes place); E-plebiscites.

- Short videos for posting on the Town website or sites such as YouTube can be effective tools for generating discussion or conveying a themed message. CoRDA has made good use of this to promote the area (eg. Truro Farmers' Market spontaneous dance video). Prepared videos can also be used effectively within public meetings (eg. Truro, Have Your Say streeters video.)

2. Participatory Gatherings, Consultation, and Consensus Building

The monthly structured meetings of Council provide a measure of opportunity for citizen/Council interaction, but are primarily designed for departmental reporting and decision-making. More frequent community gatherings designed for constructive and creative conversation would enhance Council's ability to lead the community and citizens' contributions to its democratic development.

In general, the earlier and wider community consultation is on a particular concern, the more likely consensus, or at least non-factious disagreement, will emerge. Public meetings that appear to be after-thoughts born of controversy or are merely informational without scope for input, inevitably result in polarized factions in the community.

There are many participatory tools to ensure that town hall type meetings do not deteriorate into a series of antagonistic performances. A template for the Fire Hall Sessions can be found in Section B.2.2 of the Envisioning Sustainability portion of this Community Sustainability Plan. A neutral facilitator is a good starting point for a successful event. The Town could engage respected citizens and/or community organizations to assist with the planning and facilitation of public gatherings. Other techniques and strategies to consider include:

- neighbourhood/block meetings and socials (building on the developing network of neighbourhood associations in Truro)
- focus groups (eg. seniors, youth, etc.)
- design charettes, World Cafes (rotating small group conversations culminating in a plenary session), Open Space gatherings (a style of meeting that dynamically selects topics and discussion groups)
- participatory budgeting (a range of strategies that increase citizen involvement in resource allocation and generation).

3. Committees & Partners

On-going Committees such as the Planning Advisory Committee are an important arena of Town and citizen collaboration. Periodic review of existing Town committees should assess their effectiveness in terms of diversity of perspective (composition and appointment process, especially in relation to Affirmative Action criteria); impact on decision-making; on-going relevance (indicated by such things as frequency of meeting and member turnover). The review should result in the elimination or improvement of existing committees, or the initiation of new ones where deemed feasible, timely, and helpful.

Informal advisory groups and short-term task force teams offer routes of participation without adding permanently to the accumulation of meetings that can over-extend municipal governments, business people, and community volunteers. These groups do not necessarily need to be organized, resourced, or accountable to Council in a formal committee structure. For example, the Colchester Anti-Poverty Network might approach Council to collaborate on an action strategy on emergency shelter or, inversely, could be commissioned by Council to advise on the issue.

4. Communication Policy & Strategy

At present, no comprehensive communication policy and strategy has been undertaken by the Town. This is not to say that effective and appropriate communication of initiatives does not take place. In fact, regular newsletters, website notices, and Town radio announcements combine to inform citizens on a regular basis. However, there have been many occasions where messages are left to the whims of local, provincial, or national media. A written protocol and training for Council and designated staff would increase the likelihood of the intended results of communication efforts being achieved consistently.

Guidelines should address the who, what, why, when, and how of effective municipal communications. In relation to Truro's image beyond town limits, specific branding should be developed to emphasize Truro's positive attributes. The communication strategy should also consider proactive measures in relation to annual ranking stories (eg. Money Sense magazine's annual list), participation in and monitoring of on-line activity (eg. blogs and Facebook sites), confidentiality of internal correspondence, and emergency situation communications.

Recommendation

Council should embark on a series of measures to increase participatory governance, community collaboration, and effective communications. These measures should include the expanded use of communications technologies, more frequent and dynamic community gatherings, a review of committee and advisory group contributions, comprehensive communications strategy and policy development with training component.

3.6 Next Steps Toward Sustainability

3.6.1 Choosing an Implementation Model

Implementation of the Community Sustainability Plan will require embedding sustainable practices into programs and planning at the process level as decisions are made and priorities set. There is a momentum evident in the Truro community around some central aspects of sustainability, in particular:

- support for a thriving economy that favours local production and consumption, especially in relation to food choices;

- stewardship for the environment, including conservation of green spaces, reduction of waste and fossil fuel consumption;
- desire to build and enjoy community through gatherings and associations.

Participants in the Truro, Have Your Say conversation about sustainability indicated that they are making the transition to sustainability and that their expectation is for municipal government to do likewise.

The implementation options outlined above offer diverse routes for moving toward our vision of sustainability. Of these, the most comprehensive and resilient model is also the most ambitious. Sustainable Truro: Collaborative Community Implementation comes without assembly instructions or operators' manual; but, it is not an unfamiliar concept. Collaborative Community Implementation recognizes that both citizens and municipal government shape the community; that many hands make lighter work; and that we are stronger together.

Recommendation

Council should pursue implementation of the Community Sustainability Plan using the Sustainable Truro: Collaborative Community Implementation model, while recognizing that its vision of environmental, economic, and community sustainability will require interim methods and resources that draw on the other models of implementation.

3.6.2 Recommended Next Steps for Council

- a) Complete public consultations, subsequent revisions, and formal adaptation of the Community Plan.
- b) Public launch of Sustainability Charter and Sustainability Plan.
- c) Develop consensus on the principal recommendations and priority opportunities/actions of the Community Sustainability Plan.
- d) Compose and circulate a memorandum to senior staff articulating the departmental implications of the CSP in terms of policies and planning. The CSP will also impact on the next round of Strategic Plan revisions.
- e) Allocate resources and staff time to facilitate interim implementation:
 - i) Hire an interim Sustainability Coordinator using funds designated in the 2010 Planning & Development Services departmental budget.
 - ii) Commission the Sustainability Coordinator (SC) to generate new funding from external sources to contribute to the longer-term implementation process (eg. Green Municipal Fund).
 - iii) Form a staff working group on sustainable/green practices within municipal operations. This group should include the interim SC and representatives from several departments (eg. Purchasing Assistant, Cultural Coordinator, Planning Administrator, Tree Technician, Administration and Events Coordinator, etc.). It could also involve CoRDA's Sustainability Coordinator.

- f) Participate in and support a Sustainable Truro: Collaborative Community Implementation working group on the development of the initiative within the greater Truro area.
- g) Finalize and adopt the Sustainable Procurement Policy along with a training and implementation process including communication to vendors.
- h) Formalize the Energy Committee to oversee the remainder of the Energy Audit, pursue funding for identified efficiency opportunities, revive wind turbine project evaluation, and draft small-turbine by-law. Consider expanding the Committee mandate to Green Infrastructure concerns. Expand the Committee to include community members.
- i) Stage a communications training workshop for Council and senior staff with participatory governance and communications technology components. Develop a comprehensive communications policy and strategy.
- j) Raise funds for and draft an RFP for Public Transit study, possibly in conjunction with a Public Works traffic working group that considers broader issues, including active transport plans and area collaborators.
- k) Develop a green and open space master plan, including a Victoria Park Stewardship strategy and Parks & Facilities Commercial Activity Guidelines.
- l) Prioritize and act on selected projects identified in the Community Sustainability Plan Opportunities Chart in collaboration, where appropriate, with the Sustainable Truro roundtable group.

3.7 Town of Truro Sustainable Procurement Policy

This document is a proposed revision to the existing Purchasing Policy (P1040000) for the purpose of moving to a Sustainable Procurement Policy. This document is in a draft stage as of May 2010. Changes and additions to the existing Purchasing Policy are highlighted in green font.

Town of Truro – Policy & Procedure Manual

Subject: Sustainable Procurement Policy

Policy Number:

Approval Date:

Departments: All Departments

Preamble

The Town of Truro is committed to sustainability in its actions and policies. To that end, the Mayor and Council have proclaimed a Sustainability Charter and developed an Integrated Community Sustainability Plan. These documents provide a Sustainability Framework that serves as the cornerstone for our Sustainable Procurement Policy.

Sustainability Framework

Sustainability considers the needs of both current and future generations in decision making. As stated in the Town of Truro Sustainability Charter, it reflects our responsibility to balance:

- Stewardship of Our Natural Environment;
- Pursuit of a Thriving Economy;
- Building a Just and Vibrant Community.

Sustainability Framework Applied to Procurement Policies and Procedures

Our procurement decisions will be guided by our Sustainability Framework. In turn, prospective and existing Suppliers of goods and services to the Town of Truro are encouraged to likewise apply principles of sustainability to their processes, policies, and products.

The Town of Truro Sustainable Procurement Policy expands on and revises the Town of Truro Purchasing Policy. In addition to the principles of sustainability such as fair process, best value, and local sourcing that characterized the Purchasing Policy, the Sustainable Procurement Policy considers broader decision-making factors such as the full-life cycle of products and alternatives to new acquisition. These factors are articulated in *Appendix A, Sustainable Procurement Factors*.

Goods and services of Suppliers will be assessed by the Town of Truro Procurement Department and, in cases requiring it, the Procurement Evaluation Committee for compliance with our Sustainable Procurement Policy (*see Appendix B, Evaluation Committee*).

Compliance with the Sustainability Framework of the Sustainable Procurement Policy will be determined by a combination of Supplier documentation and evaluation undertaken by Town of Truro Staff or appointed agents. Supplier commitment to sustainability will be weighed favourably in the awarding of procurement contracts. Conversely, Supplier processes, policies, or products that avoidably contravene the Sustainability Framework may render a Supplier or particular bid unacceptable in procurement competitions.

In the case of qualifying competitive bids, proposals, or price quotations, the Town of Truro may award as much as fifteen percent (15%) consideration deducted from the submitted price of those Suppliers who are compliant with all or a portion of the Sustainable Procurement Policy for the purpose of price comparison among competitors.

Guidelines and criteria for self-declaration of compliance with the Sustainability Framework can be found in Appendix C, Supplier Sustainability Framework Guidelines.

1. Goal

- 1.1 The goal of the Town of Truro's procurement process is to obtain appropriate goods and services for the Town, at the best value, and in a timely manner, while abiding by applicable laws and our Sustainability Framework. With respect to all procurement by the Town of Truro, Departments will seek competitive pricing, wherever possible, for equivalent products, and only make purchases in the best interest of the Town of Truro.

2. Purpose

- 2.1 A procurement process should accomplish the following goals:
 - a) Use purchase orders wherever applicable.
 - b) Show approval that competitive pricing was obtained where applicable, the goods or services received are those that were ordered, and that the pricing is as quoted.
 - c) Show approval that the goods or services ordered are within budget for the department.
 - d) Show approval that Supplier Sustainability Framework declaration has been completed;
 - e) Show approval indicating that the Town's Sustainable Procurement Policy has been followed.
- 2.2 By signing an invoice, Senior Staff take responsibility that the Sustainable Procurement Policy has been followed.

3. Process

- 3.1 Purchase orders will be ordered in triplicate, customized to each department. The Payables Clerk will store and issue all purchase order books. One copy of each purchase order will be attached to the invoice.
- 3.2 Purchase orders shall be written for all goods and services acquired by the Town, with the following exceptions: telephone, power, fuel, water, regular invoicing for goods or services covered by contract or agreement, professional services (legal and audit), insurance premiums, postage, grant payments to agencies, travel expenses, and employee/employer payroll remittances. One purchase order shall be issued for the duration of any contract or agreement, for a product or service involving a recurring invoice in the same amount.
- 3.3 Purchase orders should be written showing quantity, unit, description, unit price, and G/L number with the appropriate percentage listed for all items.
- 3.4 Purchase order signing authority, may be delegated to staff members by Senior Staff, as the Purchasing Agents for the Department, with the approval of the Chief Administrative Officer or Director of Finance, and documented with the Payables Clerk. Refer to Appendix D for Purchase Order Signing Authority.
- 3.5 Sr. Staff or their delegate is responsible for reviewing and initialing all invoices. The initials will acknowledge that the Senior Staff member is approving the purchase and confirming that the Procurement Policy has been followed.
- 3.6 Purchases under \$400 shall be at the discretion of those with signing authority, who will consider the goals of the Procurement Policy when making purchases.

- 3.7 For purchases between \$400 and \$1,000, the Purchasing Department is responsible for obtaining at least three prices where available and practicable. These prices may be used for the calendar year. Suppliers will be expected to honor those prices, or supply the department with updated prices throughout the year, as applicable. To guarantee a continuous supply of various goods and services which are required on a day-to-day basis, while at the same time assuring that the competitive purchasing system is followed, the Purchasing Department may establish supply agreements between the Town and a Supplier that commits the Supplier to provide goods or services at a specific price for up to a year.
- 3.8 For purchases over \$1,000 and up to \$10,000, the Purchasing Department is responsible for obtaining at least three prices where available and practicable before a purchase order is written.
- 3.9 For purchases over \$10,000, the Purchasing Department may use a sealed tender process or issue a request for proposals:
- a) Sealed tender process: An invitation to tender solicits competitive bids. It is to be used where detailed specifications are available that permit the evaluation of tenders against clearly stated criteria and specifications. This process will not be used where it is clear that future negotiations will be necessary. Tenders are to be called through public advertisement or invitation to all qualifying Suppliers within the geographical scope of the call (local, regional, Provincial, National, or international). All tenders will be based on predetermined specifications supplied by the Town. The tender shall indicate the date, time, and location for receipt of all sealed tenders. In an invitation for tenders, the Town [omission] reserves the right to:
 - i) accept or reject any or all tenders;
 - ii) accept a tender which is not the lowest tender, but is otherwise determined to be in the best interest of the Town;
 - iii) give preference to, or use, local suppliers, contractors or subcontractors;
 - iv) give preference to tenders who are compliant with the Town of Truro Sustainability Framework;
 - v) consider the Tenderer's experience and ability to complete the contract on time; and
 - vi) consider other factors as the Town, from time to time, deems significant.

The Town shall include in its tender documents any of the rights described in paragraph 3.9(a) above that it chooses to reserve and the factors and criteria it intends to use in awarding the contract. Tenders submitted in response to an invitation to tender may or may not be opened in public. In cases where a public opening is held, pricing information shall be read at the opening. The Purchasing Department will ensure that the Chief Administrative Officer or the Director of Finance or their delegate is present for the opening. A summary of the tender results will be provided to the Director of Finance. [In this process, does that mean that the lowest price is declared the winner right there? If so, we need to revisit the process in terms of the Sustainability Framework.]

- b) Request for Proposal process (RFP): An RFP process is used to inform Proponents of an opportunity and solicit proposals with respect to such opportunity. It is an invitation to suppliers to describe how their services, methods, equipment or products can address or meet the needs of the Town. This process shall be used when it is apparent to the Town that future negotiations will be needed. Prices may be included in the RFP process. The Town may issue an RFP by advertisement or by invitation to all qualifying Suppliers within the geographical scope of the call (local, regional, Provincial, National, or international). When the Town selects a Proponent, that Proponent may be granted the opportunity to negotiate with the Town for the work, services and/or goods contemplated in the RFP. Negotiations will be conducted in such a manner so as to prevent use of another Proponent's proprietary information or pricing. In the RFP process, the Town may reserve the right to:
- i) accept or reject any or all proposals;
 - ii) accept a proposal which is not the lowest price, but is otherwise determined to be in the best interest of the Town;
 - iii) give preference to, or use, local suppliers, contractors or subcontractors;
 - iv) give preference to Proponents who are compliant with the Town of Truro Sustainability Framework;
 - v) consider the Proponent's experience and ability to complete the contract on time; and
 - vi) consider other factors as the Town, from time to time, deems significant.

The Town shall include in its RFP documents any of the rights described in paragraph 3.9(b) above that it chooses to reserve and any predetermined factors and criteria it intends to use in awarding the contract.

Proposals submitted in response to an RFP need not be opened in public. The Purchasing Department will ensure that the Chief Administrative Officer or their delegate is present for the opening. A list of submissions (excluding pricing) will be available to the public and the Proponents if requested. In cases where a public opening is held, pricing information shall not be read at the opening. Pricing information will be released to the public after a contract has been entered into between the Town and the successful Proponent.

- 3.10 For all RFPs, Senior Staff must submit their RFP document, including invitation list (where applicable) to the Purchasing Department for review. The invitation list will be forwarded to the Chief Administrative Officer by the Purchasing Department for approval. It is the role of the Purchasing Department to distribute the invitation to tender or RFP and to accept all tenders or proposal documents from each Proponent. For each invitation to tender and RFP, there will be an Evaluation Committee established as described in Appendix B. The Purchasing Department is the only member of the Committee permitted to correspond with RFP Proponents. The Committee will evaluate each tender or proposal. Any request for clarification from a Proponent in regards to a RFP, or from a Tenderer in response to an invitation to tender, must be submitted in writing

to the Purchasing Department. All inquiries will be recorded and presented to the Committee, which will decide what clarification, if any, is to be provided. All inquiries along with clarification will be communicated to all Tenderers or Proponents by the Purchasing Department.

The review and assessment by Committee of tenders or proposals will be conducted based upon a pre-established set of criteria for evaluation purposes.

- 3.11 For the purposes of paragraph 3.9 above, “local supplier, contractor or subcontractor” includes a person or organization that carries on a significant portion of its business in the Town.
- 3.12 When the Town decides to issue an invitation for tenders or a request for proposal by advertisement, it may do so on the Town’s webpage in such manner so as to allow access to and down-load by interested parties, and by advertising in local print media as well as other provincial or national media when, in the opinion of the Town, it is appropriate to do so.
- 3.13 For all invitations to tender and RFPs, documentation shall be kept by the Purchasing Department, indicating the specifications for the product or service, the Suppliers contacted for tenders or proposals, the results, and (where applicable) documentation showing why it was not possible or practical to obtain three prices. Documentation shall be kept for seven years.
- 3.14 Town staff will not release Suppliers’ prices to other Suppliers until after a purchase order has been issued.
- 3.15 Town employees are expressly prohibited from accepting from any person, firm, corporation, or organization, any rebate or gift that may directly affect the purchase of goods or services for the Town, except where given for the use or benefit of the Town, with approval of the Chief Administrative Officer.

The Town of Truro shall purchase goods or services from an employee, only if the purchasing process has been followed, and competitive prices obtained in all cases.

Employees are not permitted to purchase personal use items through the purchasing system unless the purchase is part of a Town of Truro employee program offered to all Town employees and where the Town assumes no financial responsibility for such purchases.

- 3.16 The Town’s Payables Clerk shall:
 - a) maintain and distribute all purchase order books;
 - b) initial all invoices and vouchers, signifying the invoice or voucher has been checked for extensions and additions, that the supplier’s HST number is present where HST has been added;
 - c) process the invoice for the appropriate departmental approval;
 - d) check that the applicable purchase order is attached, that Senior Staff (or delegate) initials are present, that Councillor initials are present for invoices and vouchers over \$500, where applicable;

- e) enter invoices in batch, reconcile adding machine tape of invoice batch to computer reports for the batch;
- f) reconcile batch totals at each step of the computer process;
- g) analyze monthly supplier statements and follow up on invoices outstanding for more than one month;
- h) reconcile accounts payable general ledger account monthly.

3.17 The Director of Finance or Chief Administrative Officer shall:

- a) initial invoice or voucher signifying that the appropriate approvals/initials are present on the invoice;
- b) verify that the expenditure is within budget for the department;
- c) sign cheques prior to the Mayor or Deputy Mayor signing cheques;
- d) randomly select payments on a test basis, to monitor that the **Sustainable Procurement** Policy is being followed.

4. Emergency Purchases

- 4.1 An emergency purchase occurs when a situation creates immediate and serious need which may not be reasonably met by the regular purchasing process and includes without limitation: a condition where a lack of supplies or services may adversely affect the functioning of civic government, threaten public or private property, or the environment, or jeopardize the health or safety of the public, or the purchase **necessarily** occurs outside of the normal working hours of those with signing authority for the department.
- 4.2 Emergency purchases will be completed using the most expedient method but will take economy into consideration. Where the emergency purchase exceeds \$400 the authorizing person will report the emergency purchase to the **Senior Staff** member who will provide the Purchasing Department with documentation of the purchase.

5. Disposal of Surplus Equipment

- 5.1 Surplus assets shall be disposed of by either public tender, request for quotation, or auction, as reasonably practical in the circumstances, as determined by the Chief Administrative Officer, and in accordance with the provisions of the Municipal Government Act. **[provision for internal disposal by lottery of staff?]**
- 5.2 Subject to the approval of Council and the provisions of the Municipal Government Act surplus assets may be disposed of without competition to any registered non-profit organization, association, or entity, or any Municipality, Crown Corporation, School Board or level of government.

6. Compliance

- 6.1 The Finance Office shall develop an internal auditing function that randomly selects payments on a test basis monthly, to monitor that the **Sustainable Procurement** Policy is being followed.

7. Sole Source Purchases

- 7.1 In special circumstances Departments will be exempt from **elements of this Policy**, and will have authority to purchase from a particular supplier, or may refuse to purchase from a particular supplier, if doing so would be in the best interest of the Town of Truro, and approval has been received from the Chief Administrative Officer, as set out below:

Sole source purchases occur when there is only one available supplier of a required product or service that meets the needs of the Town. Negotiation is the method of purchase used to complete the terms and conditions for this purchase. Refer to Appendix E: Sole Source Procedure.

A single source purchase occurs:

- a) Where the compatibility of a purchase with existing equipment, facilities or service is a paramount consideration and the purchase must be made from a single source;
- b) Where an item is purchased for testing or trial use;
- c) Where the Town purchases supplies for resale; **[Why is this the case?]**
- d) Where the Town has a rental contract with a purchase option, and such purchase option could be beneficial to the municipality;
- e) Notwithstanding anything in this Policy, where a purchase is determined by Council to be fair and reasonable and is made from a non-profit corporation supported by the Town, it may make such a purchase as a single source purchase;
- f) Where items are offered for sale by tender, auction or negotiation such purchase will be deemed to be a single source purchase and the Chief Administrative Officer may authorize the submission of a bid or conduct of negotiations where the Chief Administrative Officer determines the purchase to be clearly in the best interest of the Town;
- g) For matters involving security, municipal emergencies (EMO), police matters, or confidential issues, a purchase may be made in a manner that protects the confidentiality of the contractor or the municipality. Such purchases may be made as a single source purchase. Purchases of this nature must be approved by the Chief Administrative Officer or in accordance with the emergency response plan.

Appendices:

Appendix A, Sustainable Procurement Factors

Appendix B: Evaluation Committee

Appendix C: Supplier Sustainability Framework Guidelines

Appendix D: Purchase Order Signing Authority

Appendix E: Sole Source Procedure

Appendix A, Sustainable Procurement Factors

The Town of Truro Sustainable Procurement policy considers the environmental, economic, and community impact of our goods or services purchases. To the extent possible within our means, the Town will weigh these factors in terms of not only our town, but also, elsewhere in our inter-connected world.

Sustainability factors used to determine best procurement decisions are as follows:

Environmental (Impact on Nature):

- Is it durable?
- Is it energy or fuel efficient?
- Is it certified by a recognized standards body or bodies (eg. Energy Star, OrganicCPRO, FSC, etc.)?
- Is it toxic or utilize toxic substances in manufacturing or operation?
- What is the ‘full- cost’ and ‘full-life’ of the product in terms of natural resource depletion, manufacturing impact (energy, pollution), transportation emissions, operation emissions, and disposal (waste)?
- Is the product recyclable?
- Is it minimally packaged?
- Can we reduce our use?
- Can the purchase be avoided?

Economic (Impact on Economy):

- Is it needed?
- Can we repair, down-grade, or share instead?
- Is it the best quality we can afford?
- Can we reduce the amount we need?
- Can it be sourced locally?
- Is it energy efficient?

Community (Impact on People):

- Is it ethically produced (wages, health & safety, animal testing, environmental standards)?
- Is certified by a recognized standards body or bodies (eg. TransFair, ISO)?
- Is there an opportunity to serve affirmative action goals?
- Is it healthy?
- Can it be sourced locally?
- Can we diversify our local sourcing (eg. by alternating sources or dividing orders)?
- Were the procedural aspects of procurement fair?
- Is there compliance with all applicable laws

Appendix B: Evaluation Committee

In the case of an RFP where the project cost is to exceed \$500,000 or the project is multidisciplinary, the Evaluation Committee shall be comprised of Departmental representation, Purchasing representation, a minimum of two Council members, the Finance Director and the CAO if required.

In all other cases, the formation of the Evaluation Committee will be determined by the Purchasing Department prior to the distribution of the invitation to tender or the RFP. The Evaluation Committee will normally be comprised of an odd number of members and, except where required otherwise above, may consist of only one member.

Responsibilities of each Committee member are:

1. Apply evaluation criteria;
2. Evaluate tenders or proposals individually and/or discuss;
3. Review for compliance with Sustainable Procurement Policy;
4. Appoint experts, when necessary to evaluate sustainability components;
5. Rank and/or develop a shortlist;
6. In the case of an RFP, interview/obtain clarifications and negotiate finalized contract terms with selected vendor;
7. Recommend award to Council if required.

Appendix C, Supplier Sustainability Framework Guidelines

[Note: Broadly speaking, there are three approaches to evaluation of sustainability merit. 1) The Cadillac model is that of the United Nations, specifically their Development and Environmental Programmes, which have proactive teams to screen suppliers using detailed sustainability criteria developed for specific products and services. 2) Medium-resourced methods of screening for compliance usually involve declaration forms filled out by proponent suppliers which are then investigated and scored by internal or external agents, on behalf of the bid issuer. 3) The third approach is essentially an elementary version of the second in which self-declaration forms, along with vendor education and incentives, are adjudicated without verification measures. This is likely our starting point. This approach would require a vendor-

education document pertaining to our Sustainable Procurement Policy. The draft form below is rudimentary and does not assign weighted scores. The questions correspond to Appendix A.]

Please complete the following form:

Name of Business: _____

1. Vendor/Proponent/Supplier has read the Town of Truro Sustainable Procurement Policy Overview for Vendors. (initial) _____
2. We are aware of and comply with all legislation pertinent to our products, practices, and services, including labour standards, health and safety laws, human rights codes, and environmental laws. (initial) _____

Natural Environment

We have taken steps to reduce our negative impact on the environment:

1. Energy-use reduction or clean energy measures: _____

2. Waste reduction and recycling measures: _____

3. Fuel-efficient vehicles or reduced transport measures: _____

4. Pollution and chemical-use reduction, water efficiency measures: _____

5. Certifications relating to sustainable choices: _____

6. Any additional measures or plans to increase environmental sustainability of products, processes, or services: _____

Local Economy

We have taken steps to increase our positive impact on the local economy:

1. Use of local suppliers, products, and/or raw materials: _____



Community

We care about our community, our workers, and the welfare of others:

1. Community building and responsibility activities: _____

2. Ethical sourcing measures: _____

3. Labour and/or management practices certifications: _____

4. Affirmative action measures: _____

5. Employee skill development and advancement measures: _____

Sustainability

We will take measures to increase our compliance with the Town of Truro Sustainability Framework Guidelines. (initials) _____

We _____ verify the responses above to be accurate and complete as of _____ (date).

Signature

Appendix D: Purchase Order Signing Authority

not included

Appendix E: Sole Source Procedure

The following procedure is based on the [Sustainable Procurement Policy](#). Under no circumstances will variances be acceptable. Each Director is responsible for all purchases.

1.1 The Department Head or designate must submit their request for sole source in writing to the Purchasing Department. In each request the Department Head must explain why they believe a sole source request is necessary.

1.2 The Purchasing Department must discuss the request with the Department Head to ensure sole sourcing is required.

1.3 After the Purchasing Department is satisfied sole sourcing is necessary, the request and explanation is sent to the CAO for approval.

1.4 The CAO will assess the request. If the request is approved, the CAO will notify the Purchasing Department in writing. If the request is denied, the CAO will notify the Purchasing Department with an adequate reasoning as to why the request has been denied.

1.5 The Purchasing Department is in control of maintaining a sole source spreadsheet. This spreadsheet may be made available at the request of a Department Head.

>>> end policy <<<

